CHUBU
Electric Power

Chubu Electric Power Group Report 2021

(Integrated Report)

むすぶ。ひらく。

Corporate Slogan

むすぶ。ひらく。

(Musubu. Hiraku. in Japanese)

Our corporate slogan embodies our desire to continue to support communities by connecting (むすぶ。Musubu) people to people and people to society, with which we desire to explore (ひらく。Hiraku) the human potential and the future.

Photo: Chubu Electric Power MIRAI TOWER
Chubu Electric Power has acquired the naming rights of the Nagoya Television Tower as a token of gratitude to the region on the occasion of our 70th anniversary. The name of the tower symbolizes our desire to grow with the community and takes on new challenges toward the future.

[Chubu Electric Power Group Corporate Philosophy]

Chubu Electric Power Group delivers the energy that is indispensable to people's lives and so contributes to the development of society.

Sincere and Sustained Effort

We make a constant and sincere effort to fulfill our unwavering mission and retain the trust of our customers and society.

Creativity and Spirit of Challenge

We continually act with creativity and an enthusiasm for new challenges in order to pursue excellence in our services and meet the expectations of our customers and society.

Independence and Cooperation

We work together as individuals showing respect for one another to create a vibrant and dynamic corporate culture.

[Chubu Electric Power Group CSR Declaration]

Fulfilling our responsibilities and meeting society's expectations

Chubu Electric Power Group, as a multi-energy services group, is committed to: Contributing to the development of a sustainable society by giving top priority to safety and striving to both provide a stable supply of energy and protect the global environment. We aim to accomplish these goals through business activities that allow the individuality of group companies to be fully expressed while achieving group synergy in enterprises within our core competence in energy;

Managing our businesses in a fair and sincere manner by observing national and international laws, regulations, and social rules, and by respecting corporate ethics; and

Giving priority to dialogue with all our stakeholders and maintaining high levels of transparency and openness in our business activities.

Customers

We are committed to providing our customers with safe, reliable, convenient, and affordable energy services, as well as other services of value that meet their needs.

Shareholders and Investors

We are striving to maintain and increase profits for our shareholders and investors through efficient management and effective investment.

Local Communities

We are determined to contribute to sustainable local development in partnership with local communities.

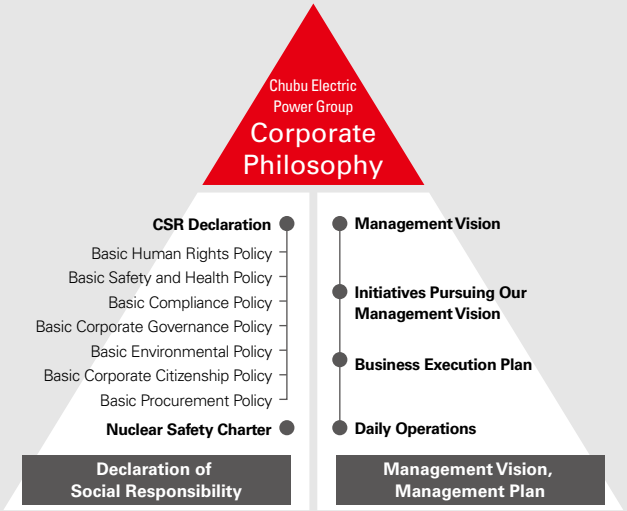
Business Partners

We promise to deal fairly with our suppliers as equal business partners.

Employees

We respect individuals and are endeavoring to create a cheerful and motivating workplace.

[System of Declaration and Policy Regarding Social Responsibility]



[History of Chubu Electric Power]

Our 70 Years History

Overcoming numerous challenges since its foundation, Chubu Electric Power has grown together with the development of the Chubu region, which plays a central role in manufacturing in Japan.

1951

Foundation of Chubu Electric Power

Shin-Nagoya Thermal Power Station (1959)

Ikawa Hydroelectric Power Station (1957)

Power source development to solve power shortage

At the time of foundation, we faced a serious problem of power shortage. The Power Source Development Division was formed immediately to formulate a basic plan and to start the development of new power sources.

Stable supply that supports high economic growth

In this era after the postwar recovery, large-scale power source development, primarily from oil thermal power generation together with an expansion of transmission systems, was promoted to meet the increasing demand for electricity accompanying the high economic growth.

500 kV Seibu trunk line was constructed (completed in 1972)

Respond to the oil crisis
Promote diversification of power sources

Due to electricity shortages caused by the oil crisis and severe pollution, a growing need to review dependence on oil thermal power and move towards diversified power sources arose. This resulted in the introduction of cleaner energies such as nuclear power and liquefied natural gas (LNG) thermal power.

Hamaoka Nuclear Power Station Unit 1 (1976)

Chita Thermal Power Station Units 5 and 6 (1978)

Exhibition for water heaters and 200V appliances (1989)

Promote efficient use of energy and load balancing

On the back of a calmer oil situation and changes in how customers use electricity, we promoted electric water heaters that heat water during the night as well as 200V appliances such as electromagnetic cookers. We also engaged in PR activities to promote efficient use of energy and load balancing.

Advent of the new era of energy

After the Great East Japan Earthquake, Hamaoka Nuclear Power Station stopped its operation. We improved safety in our nuclear power generation and promoted renewable energy development. Additionally, in even fiercer competition driven by the full liberalization of the electricity and gas retail markets, we sought reformation with the aim to become a total energy service corporate group.

Omaezaki Wind power station (2010)

Mega Solar Shimizu (2015)

カテエネ ビジエネ

Web member service for household “KatEne” and web member service for business “BizEne” start (2015)

Hida Converter Station connecting a 50Hz area (eastern Japan) and a 60Hz area (western Japan) starts operation (March 2021)

We will continue to take on challenges to meet the expectations of the new era.

Birth of a new Chubu Electric Power

Following the full integration of the thermal power generation businesses into JERA in 2019, the power transmission/distribution division and sales division were split off into Chubu Electric Power Grid Co., Inc. and Chubu Electric Power Miraiz Co., Inc.in 2020, respectively.

CHUBU Electric Power Miraiz

CHUBU Electric Power

CHUBU Electric Power Grid

Turning point of the times Liberalization of the electric market

After the collapse of the bubble economy, liberalization of electric retail and wholesale markets commenced in line with the government’s deregulation policy. In addition, as global warming became a serious problem in the world, we further promoted diversified power sources and launched gas sales and overseas businesses in order to secure new profits.

Ratchaburi gas thermal IPP (independent power producer) project in Thailand (2008)

Chubu Electric Power Group at a Glance

CHUBU Electric Power

- Coordinating and controlling the Group as a whole to ensure overall optimization from the medium- to long-term perspective
- Renewable Energy Business ▶P45
- Nuclear power business, etc. ▶P37

jera ▶P47

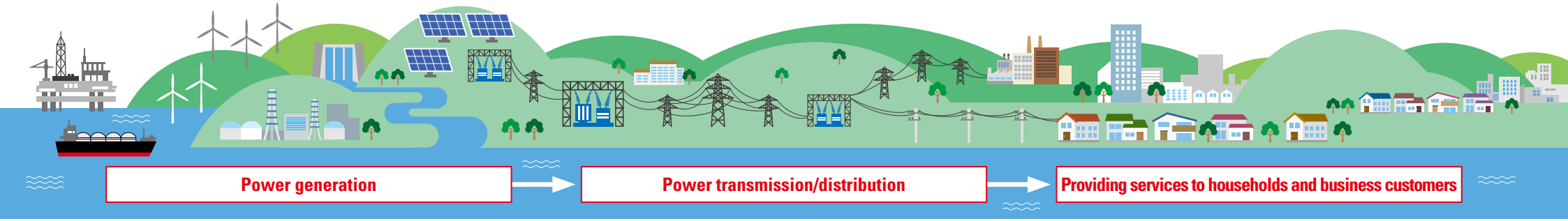
- From fuel upstream and procurement to power generation
- Sale of electricity and gas

CHUBU Electric Power Grid ▶P43

- Providing electric power network services

CHUBU Electric Power Miraiz ▶P41

- Providing various services along with energy



Power generation → **Power transmission/distribution** → **Providing services to households and business customers**

Power generation facilities (Chubu Electric Power)

As of March 31, 2021

Renewable energy	Hydroelectric power	197	5,463 MW
	Renewable Energy	5 locations	87.5 MW
	Wind power	1 location	22 MW
	Solar power	3 locations	16.5 MW
	Biomass	1 location	49 MW
	Nuclear	1 location	3,617 MW

Power transmission/distribution facilities (Chubu Electric Power Grid)

As of March 31, 2021

Transmission line length	12,004 km
Number of supporting structures (iron tower, etc.)	35,072 units
Number of substations	1,010 locations
Transmission line length	135,358 km
Number of supporting structures (utility poles, etc.)	2,854,781 units
Communication lines	52,191 km

Sales results, etc. (Chubu Electric Power Miraiz)

FY2020

Electrical energy sold	110.7 Twh
Gas and LNG sold	970 thousand tons
CO_2 emissions/ Emission intensity in electrical energy sales	41.74 million ton
CO_2 emission intensity	0.377 kg-CO_2/kWh

Financial / Corporate Data

FY2020 results

Operating Revenues	2,935.4 billion yen	Net Income Attributable to Shareholders of the Parent Company	147.2 billion yen
Operating Income	145.6 billion yen	Electrical Energy Sold including group companies	117.1 billion kWh
Ordinary Income	192.2 billion yen	Sales of gas and LNG including group companies	1,110 thousand ton

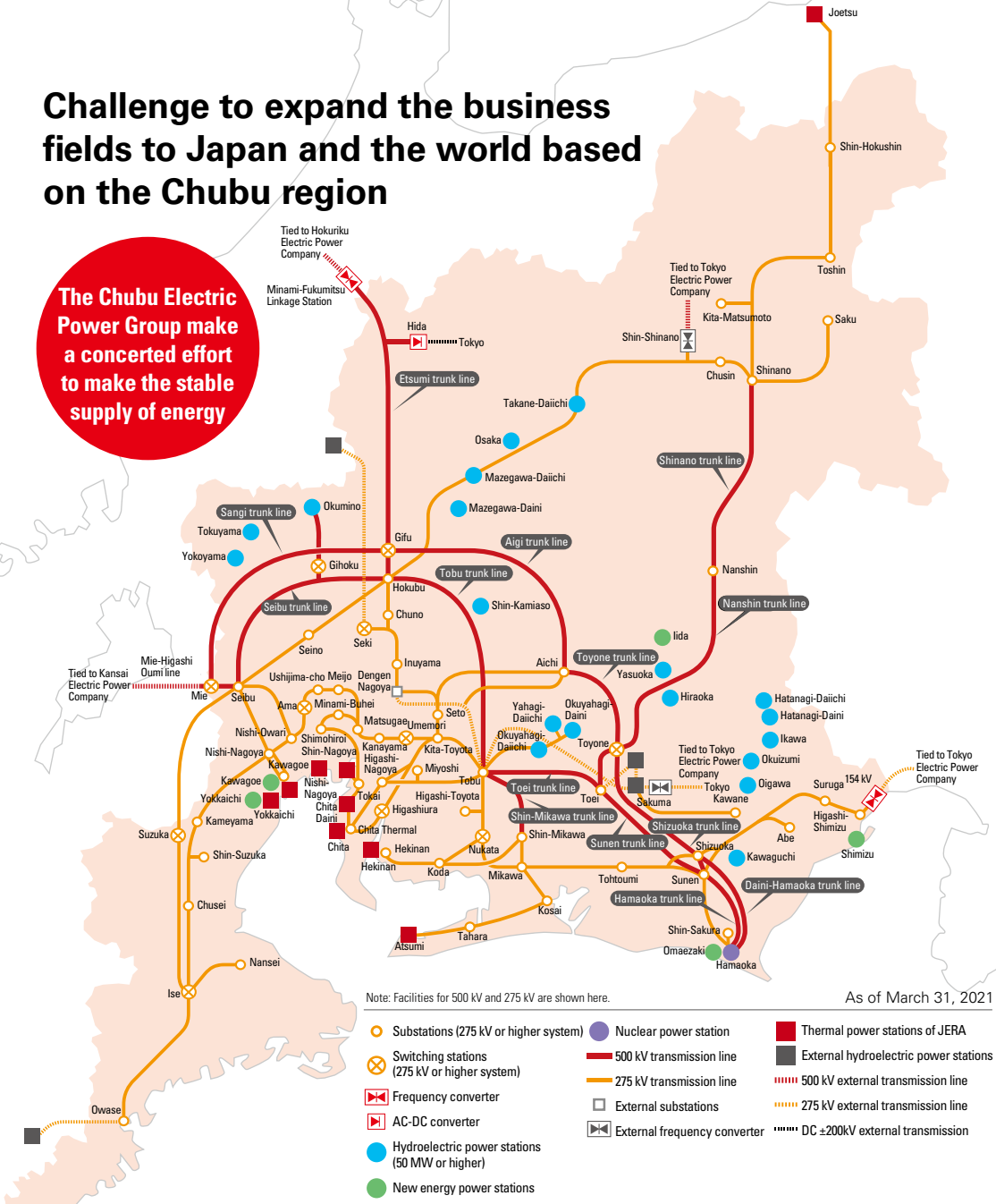
Number of Employees

As of March 31, 2021

Consolidated	28,238 persons	Main business companies	
		Chubu Electric Power	3,092 persons
		Chubu Electric Power Grid	9,923 persons
		Chubu Electric Power Miraiz	1,165 persons

Challenge to expand the business fields to Japan and the world based on the Chubu region

The Chubu Electric Power Group make a concerted effort to make the stable supply of energy



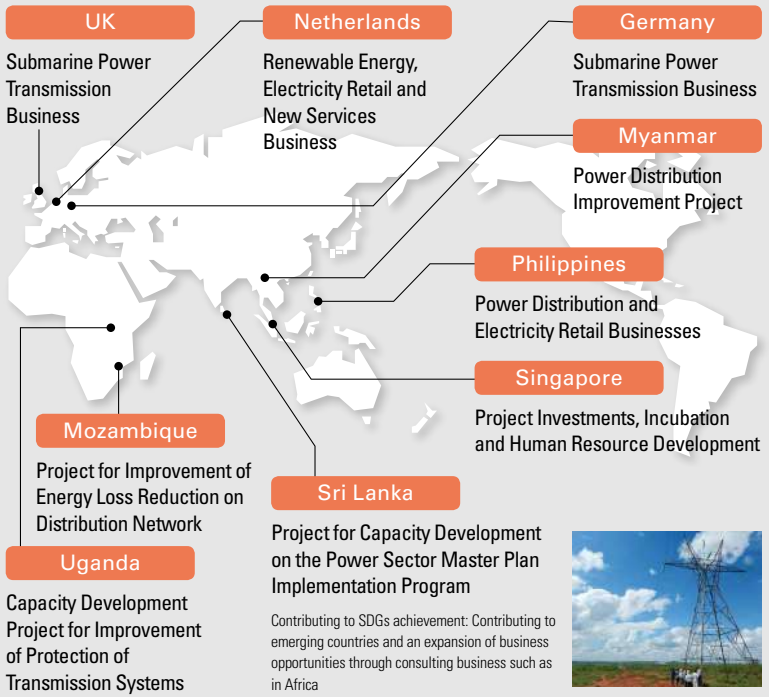
Note: Facilities for 500 kV and 275 kV are shown here.

As of March 31, 2021

- Substations (275 kV or higher system)
- Switching stations (275 kV or higher system)
- Frequency converter
- AC-DC converter
- Hydroelectric power stations (50 MW or higher)
- New energy power stations
- Nuclear power station
- 500 kV transmission line
- 275 kV transmission line
- External substations
- External frequency converter
- Thermal power stations of JERA
- External hydroelectric power stations
- 500 kV external transmission line
- 275 kV external transmission line
- DC ±200kV external transmission

Participation in overseas energy business ▶P35

Current main investment projects and consulting projects



UK

Submarine Power Transmission Business

Netherlands

Renewable Energy, Electricity Retail and New Services Business

Germany

Submarine Power Transmission Business

Myanmar

Power Distribution Improvement Project

Philippines

Power Distribution and Electricity Retail Businesses

Singapore

Project Investments, Incubation and Human Resource Development

Mozambique

Project for Improvement of Energy Loss Reduction on Distribution Network

Sri Lanka

Project for Capacity Development on the Power Sector Master Plan Implementation Program

Contributing to SDGs achievement: Contributing to emerging countries and an expansion of business opportunities through consulting business such as in Africa

Uganda

Capacity Development Project for Improvement of Protection of Transmission Systems

Meaning of the logo

The logo of Chubu Electric Power Co., Inc. and Chubu Electric Power Miraiz Co., Inc. is based on the motif of the map of Japan with the Company at its center. The logo symbolizes our desire to create new value, by connecting people to people and people to society, and to spread such value like light from the Chubu region to the rest of Japan and beyond to the world.

The logo of Chubu Electric Power Grid Co., Inc. is based on the motif of the letter "C" for Chubu, which jumps out to the upper right-hand side, symbolizing our desire to further grow with the people of the Chubu region through the stable supply of energy.

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Chubu Electric Power Group Report 2021

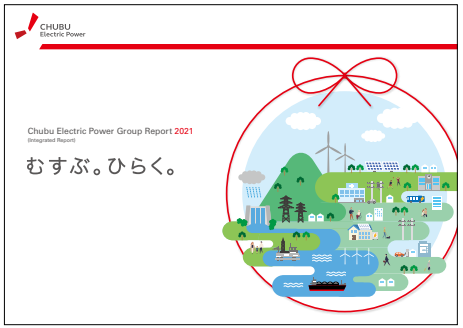
(Integrated Report)

Editorial policy

This report is issued as an Integrated Report that provides comprehensive coverage of both financial and non-financial information, which is prepared in reference to various guidelines and with the group-wide cooperation of the divisions and departments concerned across the company. The purpose of this report is to (1) report the actual performance of the reporting period as results of our business activities and (2) provide understanding of the sustainable growth process of the Chubu Electric Power Group and its feasibility.

The 2021 report features the Chubu Electric Power Group's commitment to "fulfilling our unwavering mission" of delivering environmentally friendly, good-quality energy safely and stably at a reasonable price as well as specific initiatives to take on the challenge of "creating new value" by also providing new services closely matched to customers' needs. The report also showcases our initiatives to contribute to the realization of a carbon-free society by proactively carrying out our "Zero Emissions Challenge 2050," which was announced in March 2021, and by realizing energy infrastructure innovation together with our customers and society.

We will make continuous effort to improve the report as one of the tools to enhance communication with our stakeholders.



Date of publication
September 2021
(Next report: scheduled for September 2022; previous report: September 2020)

Organizations covered by the scope of the report
Chubu Electric Power Co., Inc. and associated companies

Reporting period covered
Fiscal year 2020 (April 2020 through March 2021)
This report also includes information regarding some important events and activities that occurred outside the above period.

Guidelines used as references:
GRI, GRI Standards
IIRC, International Integrated Reporting Framework
The Ministry of Economy, Trade and Industry, Integrated disclosure and interactions guidance for co-creation of values
Recommendations of the Task Force on Climate-related Financial (Final Report)
SASB, SASB Standards
Ministry of the Environment, Environmental Reporting Guidelines (2018 Version), etc.

Inclusion in SRI indexes
As of July 2021, Chubu Electric Power has been included in the following three indexes among the indexes adopted by the Government Pension Investment Fund in Japan:

MSCI Japan ESG Select Leaders Index

2021 CONSTITUENT MSCI JAPAN
ESG SELECT LEADERS INDEX

MSCI Japan Empowering Woman Index (WIN)

2021 CONSTITUENT MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)

THE INCLUSION OF CHUBU ELECTRIC POWER CO., INC. IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR PROMOTION OF CHUBU ELECTRIC POWER CO., INC. BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES.

S&P/JPX Carbon Effect Index

S&P/JPX Carbon Efficient Index

Caution concerning forward-looking statements
The future plans and forecasts described in this report are based on information the company possesses at the present time and involve potential risks and uncertainty. Therefore, actual performance or business developments in the future may differ from those described.

Examples of potential risks or uncertainty include, but not limited to, changes in the economic or competitive circumstances affecting a business sector, fluctuations in fuel prices, or change in laws or regulations.

Top Commitment

Contributing to the realization of a carbon-free, safe, secure, resilient, and comfortable society by accelerating the creation of new value that connects customers to society

President & Director

Hayashi Kingo

PROFILE

Hayashi Kingo, President & Director

Born in 1961 in Mie Prefecture. Hayashi Kingo earned a bachelor's degree in legal study from Kyoto University and joined Chubu Electric Power in 1984. Before Hayashi was appointed director in 2018, holding the position of Director & Senior Managing Executive Officer, President of Customer Service & Sales Company, he served as General Manager of Market Research Group and General Manager of Sales Planning Group of the Sales Division, Sales Manager of the Nagano Regional Office, General Manager of Business Strategy Group of the Corporate Planning & Strategy Division, General Manager of the Customer Services Division, and General Manager of the Tokyo Office. He has been in his present position since April 2020.

1 Looking back on 2020

The year 2020 was a tumultuous year. At a press conference in February 2020 prior to assuming the duties of president, I stated that the business environment is at a historic turning point, as evidenced by the advance of digital transformation (DX), rising needs for low carbonization, diversifying customer needs, and intensifying natural disasters. I also expressed my determination to contribute to the development of society by making our utmost efforts toward the simultaneous achievement of "fulfilling our unwavering mission" and "creating new value" as articulated in the Chubu Electric Power Group Management Vision formulated in 2018.

Soon after the press conference, COVID-19 began spreading rapidly, and Chubu Electric Power Group spared no efforts to ensure its business continuity while protecting the safety and health of its employees and their families and improving its personnel allocation structure that underpins our ability to continuously maintain a stable supply. Based on the concept that the wellness of the Chubu Electric Power Group is closely tied to the well-being of its customers, we implemented measures to provide as much support as possible to those customers suffering from the impact of COVID-19. In society as a whole, the social structure and lifestyles are undergoing dramatic changes that include decreasing flows of people due to greater teleworking and people staying at home, while at the same time there has been a higher logistics volume.

In keeping with the move toward preventing global warming, in October 2020 Prime Minister Suga Yoshihide announced Japan's 2050 Carbon Neutral Declaration, while in April 2021 Japan raised its greenhouse gas reduction target for 2030 to 46%, as initiatives have accelerated in one sudden burst to extend from low carbonization to decarbonization.

Meanwhile, tight nationwide supply and demand for electricity that occurred last winter also taught us a valuable lesson. This situation arose from a combination of factors such as a cold wave in Asia and matters related to the production and transportation of liquefied natural gas (LNG). Although we were ultimately able to secure the necessary supply capacity thanks to the cooperation of our customers and businesses, this situation reaffirmed our recognition of the importance of our responsibility to "stably deliver the energy that is indispensable to people's lives."

I am confident that these major changes will instead create tremendous opportunities for us to innovate our management. Going forward, I believe that this will particularly be a time for overcoming the impact of COVID-19 and for transforming into a new economic society that differs from conventional models. We view changes in the business environment such as drastic transformations of the social structure and lifestyles as well as the move toward decarbonization as new business opportunities. We will bravely tackle the challenges of addressing these changes based on a strategy that anticipates our image of Japanese society in 2050.

Chubu Electric Power Group Management Vision

Providing services that exceed the expectations of our customers first and foremost

"Total energy service corporate group that is one step ahead"

Consolidated ordinary income: 250 billion yen or more (The late 2020s)

2 Looking ahead

Image of Japanese Society in 2050 ▶P15

Based on the keywords of "decarbonization," "self-distributed and recycling-oriented system," and "resilience"

In envisioning Japan in 2050, we assume that decarbonization will transform the social structure and lifestyles while the advance of DX will accelerate these changes and anticipate that Japan will become a self-distributed and recycling-oriented system. Concurrently the need for resilience (safety and security) will likely continue to grow. I believe these three points are closely and mutually linked. A safe and secure society is a "regionally dispersed, independent, and recycling-oriented system." For example, utilizing renewable energy such as solar power and wind power in each region to decarbonize rather than relying heavily on energy from overseas will serve as the foundation that supports a safe and secure society.

Taking advantage of the characteristics of the Chubu region ▶P16

Balanced industrial structure

The Chubu region boasts an ideal balance of the elements essential for realizing the above-mentioned three points. These consist of primary industries that are blessed with abundant nature; secondary industries having a concentration of human capabilities needed for spurring the thinking and ingenuity that drive advanced manufacturing and innovation; and tertiary industries located in the center of Japan, reflecting the region's position as a transportation hub in logistics as well as being a large consumption region. Combining these excellent primary, secondary, and tertiary industries in the same manner as with the sixth industrialization of agriculture will provide the basis for creating new business models and realizing a self-sustaining, decentralized, and highly efficient recycling-oriented society.

Contributing to the realization of a carbon-free society ▶P19

Zero Emissions Challenge 2050

In March 2020, we announced "Zero Emissions Challenge 2050" based on our strong determination to contribute to the realization of a carbon-free society while drawing an image of the society we envision in 2050. We have set an array of numerical targets that include taking on the challenge of attaining net zero CO_2 emissions from our entire business by 2050; as a milestone toward attaining this goal achieving a 50% reduction in CO_2 emissions derived from electric power sold in 2030 versus the 2013 level; and aiming for 100% electrification of company-owned and -operated vehicles, excluding a portion of our special vehicles.

Zero Emissions Challenge 2050 is extremely ambitious. Nevertheless, we will strive to achieve this together with our customers and society by multiplying the characteristics of the Chubu region with our energy infrastructure and solution technologies such as for promoting energy savings and electrification.

3 What we aim to realize ▶P27

Value we provide to customers and society

Contributing to the realization of a "safe, secure, and resilient society where people can live comfortably" is the value we deliver to our customers and society.

Building an Energy Platform

Our mission of "providing high-quality energy in a safer, more affordable, and more stable manner" remains unchanged. However, we need to significantly change the ways we realize this mission. This will involve assuring energy security amid the trend toward decarbonization and evolving geopolitical risks as well as responding to the increased complexity of the flows of electricity accompanying

the growing introduction of renewable energy. We will continue to fulfill our mission of providing a stable supply by building an Energy Platform tailored to the evolving times.

Building a Data Platform

Chubu Electric Power Group regards "connections" with our customers cultivated to date as a major strength. Maximizing this strength, we will deliver services that anticipate needs from a customer-oriented perspective. Tremendous value is created by analyzing and utilizing data. For example, by analyzing the ways electricity is used in homes (energy data) we can identify lifestyle patterns as well as the products and services needed by customers. We will strive to build a Data Platform to create such value.

Elevating these into a Community Support Infrastructure

What we aim to realize extends beyond these platforms. By combining energy and various data, we will elevate these platforms into a Community Support Infrastructure to deliver new value, such as comfort and safety, to our customers as a package. The areas we target cover all aspects of people's lives. We are not just a company that merely sells energy. We will transform into a business model that delivers energy in combination with various values and services. We aim to cooperate and collaborate with a variety of partners to create new value that is unique to Chubu Electric Power Group.

4 Management goals and four focused initiatives to achieve what we aim to realize

(1) Business goals ▶P27

To achieve what we aim to realize, we have set a business goal of transforming our business portfolio and aim for consolidated ordinary income of 250 billion yen. Specifically, we aim to transform our portfolio so that the proportion of profits generated in the domestic energy business and new growth fields are balanced at 1:1. Our domestic energy business generates about three-quarters of our current profits. However, we plan to accelerate profit growth in new growth fields through such measures as providing new value and undertaking overseas businesses without shrinking the domestic energy business. By doing this, we intend to increase consolidated ordinary income from current level of 150 billion to 250 billion yen in the late 2020s.

(2) Our four focused initiatives

Providing resilient and optimal energy services ▶P29

Providing resilient and optimal energy services
To the present, the electric power business has consisted of a simple framework under which local electric power companies build large-scale power plants and power transmission and distribution facilities to deliver electricity to customers in a one-way direction. Today, distributed energy resources (DER) are spreading and electricity is being produced everywhere across regions. For

example, solar power can be used for household consumption or it can be sold depending on the time of day. Electric vehicles (EVs), which are coming into wider use, can not only store but also supply electricity. As such, these vehicles have the function of a so-called mobile power plant. In view of these factors, managing the overall flow of electricity, which is becoming more complex even on a regional basis, is becoming essential. At the same time, we also regard these developments as a business opportunity for providing aggregate services*1 that utilize DERs.

Moreover, a plan was created for increasing interconnection capacity between eastern and western Japan following a major nationwide shortage of supply capacity in the aftermath of the Great East Japan Earthquake. As part of these efforts, in March 2021 the Hida Converter Station (900 GW) commenced operation. We believe that we can now contribute to providing a stable

supply of electric power when large-scale disasters lead to tight supply; helping spur electricity transactions in normal times; expanding the introduction of renewable energy; and enabling the procurement and operation adjustment capability to regulate supply and demand in wider areas.

We will promote the provision of resilient and optimal energy services through the establishment of next-generation power transmission and distribution grids that achieve a balance between this type of wide-area utilization of power sources and the advance of local production for local consumption as well as through the deployment of aggregate services.

Providing services that enhance convenience and enrich lives ▶P31

Through its Community Support Infrastructure, the Chubu Electric Power Group utilizes energy and various data upon ensuring security to provide services that are close to each customer and enhance convenience and enrich lives while working to maximize the experiences and actual sense of utilizing this value.

As an example of these efforts, in 2020 we made Medical Data Card, Inc., a medical information management company, into a subsidiary. In collaboration with university hospitals, clinics, and patients, we will support telemedicine and provide services that include preventive medical care. Looking further beyond, we aim to provide value and services that are one step ahead and that combine energy data and medical data. Keeping track of changes in life rhythms through energy data and combining this data with medical data enables forecasts on the impact on disease risk. Moreover, in working toward improving lives, through partnerships with catering companies we can provide services such as delivering the most ideal drinks and meals based on the physical conditions of customers. In this way, we will be able to identify and anticipate the needs of our customers and deliver value that integrates health, comfort, and food.

Decarbonization in all areas of the value chain ▶P20

In working toward decarbonization, although there is a tendency to focus attention on the power generation sector, it is also crucial to make efforts in every aspect of the value chain.

In the power generation sector, building a well-balanced power portfolio is a prerequisite. With regard to renewable energy, we have set a goal of developing more than 2 million kW in generating capacity by around 2030. As of June 2021, we have achieved 29% of this goal. In addition, nuclear power is an important and realistic means for decarbonization and we will thus utilize nuclear power upon assuring its safety. That said, thermal power will still remain essential for a ensuring a stable supply. For this power, we will use hydrogen and ammonia that does not emit CO_2 and maximize the use of innovations such as CCUS*2, as we promote zero-emission thermal power together with JERA.

In power transmission and distribution, we will promote the building of networks that achieve both maximum utilization of renewable energy for decarbonization and stable supply of electricity. To do so, we will strengthen adjustment capability in wider areas and sophisticate output prediction of power sources in responding to output fluctuations and the supply-demand balance accompanying the increased use of renewable energy power sources.

In power sales fields, we will work to improve the electrification rate, which is currently hovering at around 25%. Furthermore, we believe we can provide innovations as new solutions for decarbonization in non-electric sectors as well. We have accumulated unique solution know-how that leads to the overall effective use of energy. This includes actively working together with customers on integrated development solutions that are built in from production lines. These solution technologies and partnerships with customers serve as extremely effective business models for decarbonization, and we will work on the triad of Energy Saving, Energy Creation, and Energy Activation.

Utilizing the Hamaoka Nuclear Power Station with the highest priority on ensuring safety ▶P37

From the perspective of S + 3E*3, especially in working toward decarbonization, nuclear power is playing an increasingly vital role as it does not emit CO_2 during power generation. I believe properly utilizing this power source upon ensuring its safety is essential.

Chubu Electric Power's Hamaoka Nuclear Power Station is currently undergoing an inspection for confirming conformity with new regulatory standards by the Nuclear Regulation Authority. Plant-related inspections will then proceed after generally determining the "standard for seismic movement" and the "standard for tsunami," which are the cornerstones of safety improvements. We will then be able to explain to local residents and society the details of safety improvement measures based on these initiatives. We will continue to make all-out efforts to earn the understanding and trust of the local community and society more than ever before.

5 Building a business foundation that utilizes diversity

The most important part of our business activities is responding to the trust of our customers and society. In doing so, the Chubu Electric Power Group will fulfill corporate social responsibility (CSR) as a good corporate citizen.

Chubu Electric Power and Chubu Electric Power Miraiz underwent an on-site inspection by the Japan Fair Trade Commission on April 13, 2021 on suspicion of violating the Antimonopoly Act (unfair trade restrictions). We take this matter seriously and are cooperating fully with the committee's investigation. We realize this matter has caused all of you great concern. We will fully recognize that trust serves as the foundation of our business operations and will therefore make every effort to ensure thoroughgoing compliance.

The Group's business activities can be undertaken only when the safety and health of employees and partners are assured. Based on this recognition, we are promoting workstyle reforms and making active efforts to create an environment where employees can further demonstrate their individual abilities. My personal motto is "Let's make efforts to the fullest." New innovative ideas are born when a diversity of people can voice their opinions to the fullest regardless of their age, gender, or job title. Making efforts to the fullest will lead us to our next stage even if we fail. I am confident this approach will definitely raise employee motivation and improve Chubu Electric Power's business performance.

Multiplying the respective values of each new external partner and providing services that are closely matched to each customer will enable growth. In keeping with our corporate slogan of 〝むすぶ。ひらく。〟 (Musubu. Hiraku.), the Chubu Electric Power Group promises to create new value that opens up the future together with our stakeholders by connecting customers to customers, customers to society, and customers and society to the Chubu Electric Power Group.

*1. This is a business that provides various values such as reducing energy costs for customers and avoiding curtailment of renewable energy output by consolidating distributed energy resources and demand using communication technology and regulating the volume of electricity flow by adjusting the amount of electricity used and instructing storage batteries to be charged and discharged.
*2. Carbon dioxide Capture, Utilization and Storage
*3. Safety, Energy security, Economic efficiency, Environmental conformity

Looking toward 2050

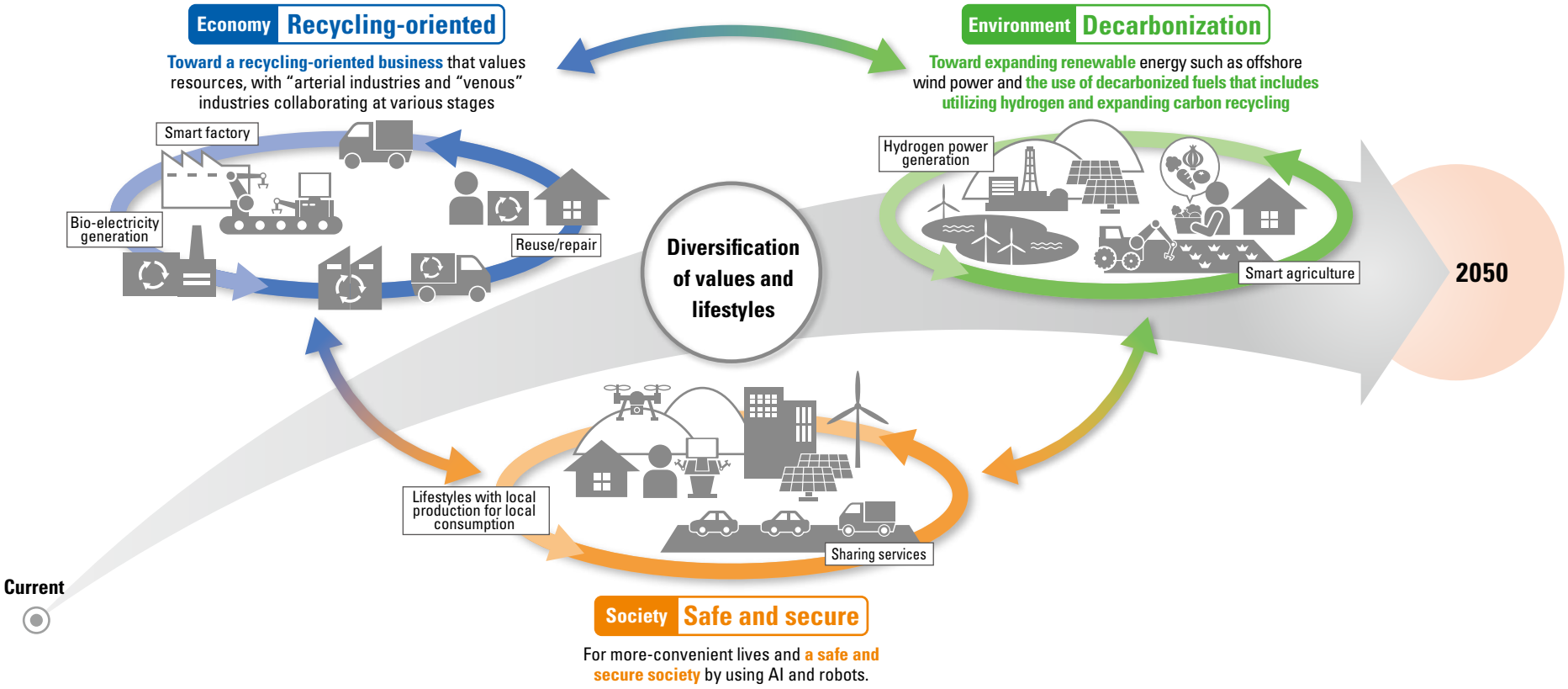
The spread of COVID-19 has served to instill new lifestyles, which mean how we live and work, and accelerate initiatives toward digital transformation and decarbonization. These in turn have prompted drastic changes both in society and industrial structure. With the Japanese government announcing its national policy of achieving carbon neutrality in 2050, the environment surrounding the energy business, in particular, has reached a major turning point.

In keeping with such changes in the social structure and the government's long-term policy, we have explored what value the Chubu Electric Power Group can provide to customers and society while looking ahead to 2050.

Image of Japanese society in 2050

We envision that Japanese society in 2050 will take on the challenge of decarbonization and evolve into a safe, secure and recycling-oriented society through the sophistication of its social infrastructure.

The Chubu Electric Power Group will contribute to a new society through innovations in the energy infrastructure.

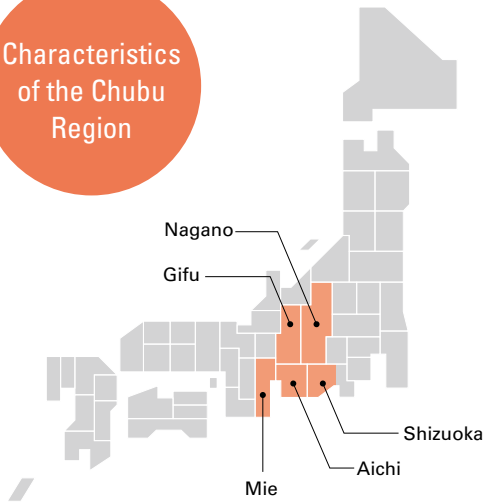

Economy Recycling-oriented
Toward a recycling-oriented business that values resources, with "arterial industries and "venous" industries collaborating at various stages
Smart factory
Bio-electricity generation
Reuse/repair
Environment Decarbonization
Toward expanding renewable energy such as offshore wind power and the use of decarbonized fuels that includes utilizing hydrogen and expanding carbon recycling
Hydrogen power generation
Smart agriculture
Diversification of values and lifestyles
2050
Lifestyles with local production for local consumption
Sharing services
Current
Society Safe and secure
For more-convenient lives and a safe and secure society by using AI and robots.

From the Chubu region to the world

The Chubu region has a balanced industrial structure, boasting abundant nature and a thriving agriculture sector and industries. Taking advantage of such characteristics, we believe that the region can quickly proceed with the promotion of a recycling-oriented society and the introduction of self-distributed systems under the collaboration among industry, government and academia, and ultimately move forward with the transition to a carbon-free society.

The Chubu Electric Power Group will provide the foundation and community to support the promotion and introduction of these, and together with local residents, will disseminate these initiatives taken in the Chubu region to the rest of Japan and the world.

Characteristics of the Chubu Region



Balanced industrial structure

Abundant water resources
Abundant land and nature

Concentrated manufacturing industry and advanced technologies

Proximity to work and residences
Situated in the center of the country with key transportation hubs

Potential

- **Foundation for introducing distributed power sources** such as solar power and hydropower
- **Higher-added value such as suburban horticultural agriculture** that utilizes the region's warm climate
- **Possibility of using agricultural biomas**

- Utilization of **a diverse concentration of supply chains** such as those of components manufacturers
- **Innovation such as development of fuel cell components**
- Besides manufacturers, **there are also numerous recycling companies**

- **Utilize a decentralized regional structure** centered on cities
- Create **convective flows and interchanges of people, goods and information**
- **Strengthen collaboration and functions among universities and promote globalization**
- **Strengthen disaster prevention capabilities (resilience) through collaboration among bases and wide-region supplementation**

Promote the introduction of recycling-oriented and self-distributed systems

Recycling-oriented society — **Optimization of production, consumption and reuse**

Safe and secure — **A viable and resilient region**

Decarbonization — **Recycled use of resources and energy**

Value Creation Process

The Chubu Electric Power Group provides value to customers and society by contributing to the realization of a safe, secure, resilient and viable society. Individual group companies will promote closer collaboration to build Energy and Data Platforms, integrate them into a Community Support Infrastructure and make all-out efforts to maximize the value we provide.

Simultaneously, through the innovations in the energy infrastructure, we will work with customers and society to contribute to the realization of carbon-free society and will fulfill our corporate philosophy of "delivering energy that is indispensable to people's lives and so contributing to the development of society."

Capital Input

Financial
- **Sound financial base**
- Shareholders' equity ratio: Around 35%

Manufactured
- **High efficiency, low-carbon power sources**
- Power generation using renewable energy (including pumped storage): 5,550 MW
- Hamaoka Nuclear Power Station (Units 3 to 5): 3,617 MW
- Procurement of electric power from JERA (high efficiency thermal power generation)
- **Advanced power transmission/distribution facilities**

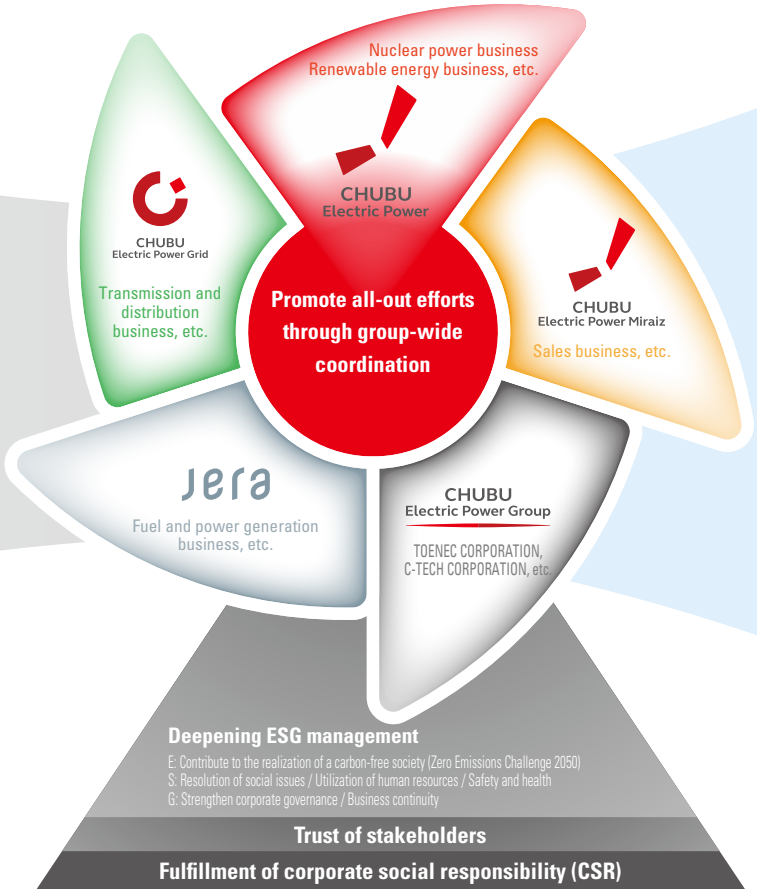
Intellectual
- **Technological capabilities to ensure stable and continuous supply of electricity**
- **Solutions and know-how for effective use of energy**

Human
- **Employees filled with a sense of mission to ensure stable power supply**
- Number of group employees: 28,238
- **Investment for their safety and health** ▶P69

Social and relationship
- **Ties with stakeholders spanning 70 years since our founding**
- Number of customers (Chubu Electric Power Miraiz): Approx. 9 million
- Chubu region boasting a balanced industrial structure
- Cooperative relationships with local governments

Natural
- **Abundant water resources**
- **Abundant land and nature**

Business Activities


Nuclear power business
Renewable energy business, etc.
CHUBU Electric Power
CHUBU Electric Power Grid
Transmission and distribution business, etc.
Promote all-out efforts through group-wide coordination
CHUBU Electric Power Miraiz
Sales business, etc.
JERA
Fuel and power generation business, etc.
CHUBU Electric Power Group
TOENEC CORPORATION, C-TECH CORPORATION, etc.
Deepening ESG management
E: Contribute to the realization of a carbon-free society (Zero Emissions Challenge 2050)
S: Resolution of social issues / Utilization of human resources / Safety and health
G: Strengthen corporate governance / Business continuity
Trust of stakeholders
Fulfillment of corporate social responsibility (CSR)

Output (Services We Provide)

Building an Energy Platform

Resilient and optimal energy services
- Sales of electric power: 117.1 billion kWh*
- Sales of gas: 1.11 million t*
- Deploying aggregate services

▶P29

* FY2020 results

Integrate

Community Support Infrastructure

Services that enhance convenience and enrich lives
- Chubu Electric Power Miraiz Connect

▶P32

Building a Data Platform
- Promote community development and provide a "new form of community"

▶P34

Outcome (Value we deliver to stakeholders)

Financial

Consolidated ordinary income:
250 billion yen or more (in the late 2020s)

Manufactured

Developing renewable energy power sources: 2,000 MW or more (in around 2030)
Utilizing the Hamaoka Nuclear Power Station
(on the premise that we can ensure safety and obtain trust of local communities)
Pursuing zero emission thermal power by JERA ▶P47
Installing next-generation power transmission/distribution facilities ▶P29

Intellectual

Technological capabilities to further enhance S+3E
Evolution of energy solutions
- Proposing integrated development solutions ▶P42

Human

Realizing diversity and life-work balance
- Number of women in managerial positions:
More than triple from FY2014 (in FY2025)
- Percentage of male employees taking childcare leave: **30% or more** (in FY2025)

Safe, healthy and rewarding workplaces ▶P69-74

Social and relationship

Promoting industry-government-academia collaboration
Closer collaboration with business and alliance partners

Natural

Reducing CO_2 emissions
- Emissions deriving from electrical energy sold: **Reduction of 50% or more** (in 2030)
- Emissions from entire business: **Attaining net zero** (in 2050)

Contributing to the realization of a safe, secure, resilient and viable society (SDGs) - Society 5.0-

Safe and secure society | **Carbon-free society** | **Recycling-oriented society**

Shareholders and Investors
We are striving to maintain and increase profits for our shareholders and investors through efficient management and effective investment.

Customers
We are committed to providing our customers with safe, convenient, and affordable energy services, as well as other services of value that meet their needs.

Employees
We respect individuals and are endeavoring to create a cheerful and motivating workplace.

Local Communities
We are determined to conserve the global environment and contribute to sustainable local development in partnership with local communities.

Business Partners
We promise to deal fairly with our suppliers as equal business partners toward mutual growth and development.

Contributing to the Realization of a Carbon-Free Society

Keeping in line with the rapid progress in environmental initiatives in society and growing expectations placed on these initiatives, we formulated the Zero Emissions Challenge 2050 in March 2021 as a new target in the Chubu Electric Power Group's integrated efforts to contribute to the realization of realize a carbon-free society. It aims to attain net zero CO_2 emissions for our entire business by 2050.

We believe that it is a very challenging target and represents a key issue that should be tackled by drawing all possible means. We will begin with our immediate tasks across all business areas, making maximum efforts for each, and strive to achieve the target by leveraging our energy infrastructure solutions technology and the distinctive characteristics of the Chubu region represented by innovations and a balanced industrial structure.

Chubu Electric Power Group Zero Emissions Challenge 2050

ゼロエミチャレンジ2050

Together with communities and our customers, we aim to simultaneously achieve "decarbonization" and "safety, stability and efficiency" through the innovation of the energy infrastructure.

2030

We will reduce CO_2 emissions from electricity sold to customers by

50% or more compared with FY2013.

We aim for **100% electrification**[*1, 2] **of company**[*3] **-owned and operated vehicles**

2050

We will take on the challenge of attaining

net zero CO_2 emissions

for our entire business to contribute to the realization of a carbon-free society.

*1 Electric vehicles (EV), plug-in hybrid vehicles (PHV), fuel cell vehicles (FCV), etc.
*2 Excludes special vehicles such as emergency and construction -use vehicles not sui table for electrification
*3 Chubu Electric Power, Chubu Electric Power Grid, Chubu Electric Power Miraiz

Chubu Electric Power Group

- Providing the energy infrastructure that supports daily lives and industries
- Promoting energy saving and electrification through solutions technology

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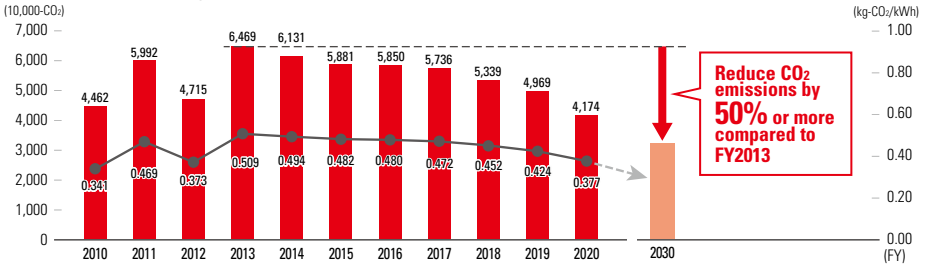
Chubu region

- Innovations originating from manufacturing
- Realizing a recycling-oriented society by leveraging its balanced industrial structure

CO_2 emissions and emission intensity pertaining to electrical energy sold by the Company

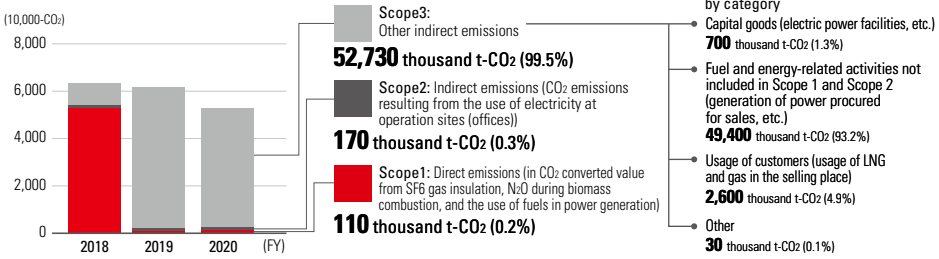
• Changes and outlook for Chubu Electric Power CO_2 emissions and CO_2 emission intensity (Adjusted emissions base)



The Electric Power Council for a Low Carbon Society* is aiming for achieving an emission factor of around 0.37 kg-CO_2/kWh (usage end) by FY2030 in the industry as a whole.
* Established in 2016 by the electric power industry for the purpose of promoting and supporting member companies' efforts to ensure the effectiveness of countermeasures for global warming.

Total greenhouse gas (GHG) emissions* from the entire supply chain

• Scopes 1, 2 and 3


(10,000-CO2)
8,000
6,000
4,000
2,000
0
2018
2019
2020
(FY)
Scope3: Other indirect emissions
52,730 thousand t-CO2 (99.5%)
Scope2: Indirect emissions (CO2 emissions resulting from the use of electricity at operation sites (offices))
170 thousand t-CO2 (0.3%)
Scope1: Direct emissions (in CO2 converted value from SF6 gas insulation, N2O during biomass combustion, and the use of fuels in power generation)
110 thousand t-CO2 (0.2%)
Scope 3 emission breakdown by category
Capital goods (electric power facilities, etc.)
700 thousand t-CO2 (1.3%)
Fuel and energy-related activities not included in Scope 1 and Scope 2 (generation of power procured for sales, etc.)
49,400 thousand t-CO2 (93.2%)
Usage of customers (usage of LNG and gas in the selling place)
2,600 thousand t-CO2 (4.9%)
Other
30 thousand t-CO2 (0.1%)

* GHG emissions represent CO_2 converted total value of CO_2, N_2O and SF6.
The figures for FY2018 and FY2019 are for Chubu Electric Power alone, while the figure for FY2020 represents a total of the three companies of Chubu Electric Power, Chubu Electric Power Grid and Chubu Electric Power Miraiz. (Chubu Electric Power spun off its power transmission/distribution division as Chubu Electric Power Grid and its sales division as Chubu Electric Power Miraiz in 2020.)
* The thermal power generation business was transferred to JERA in FY2019. CO_2 emissions from electric power purchased from JERA are included in Scope 3.
* Japan's GHG emissions (in CO_2 converted value): 1,212 million tons (FY2019)

Initiatives for Zero Emissions Challenge 2050

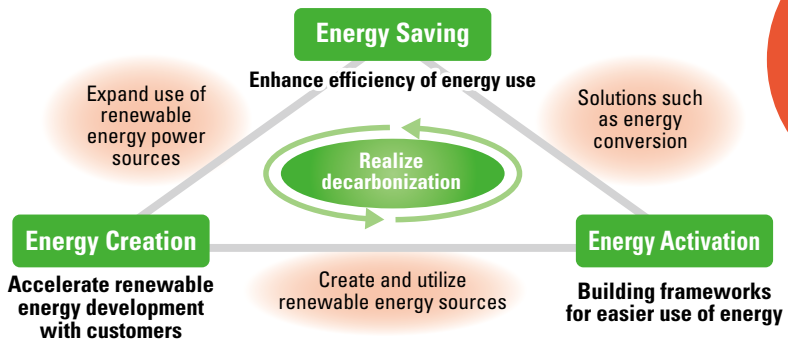
The task of realizing a carbon-free society needs to be tackled by society as a whole. The Chubu Electric Power Group will take up a challenge of decarbonizing energy we provide by further increasing our use of renewable energy, utilizing next-generation nuclear reactors, putting hydrogen technology into practical use and implementing carbon recycling technology. At the same time, we will make joint efforts with customers and society for electrification and decarbonization of energy use, including utilization of unused energy such as waste heat, decarbonization of thermal energy and a complete reform of the energy consumption process. Additionally, we will further increase the level of sophistication of self-distributed systems that connect these power sources with customers.

As these initiatives will lead to a change in the social structure itself, we will proactively capture the resulting innovations and other business opportunities and further accelerate our efforts in this area.

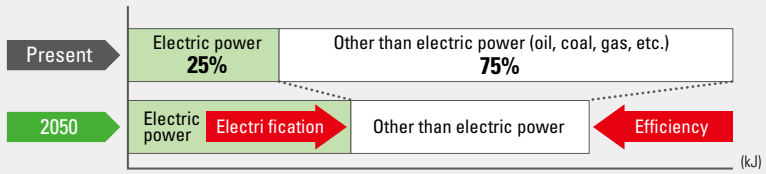
Electrification and decarbonization with customers and communities

- Promote a balance between "solving issues concerning customers' enriched lives and their business issues" and "decarbonization" together with communities and customers.

Triad consisting of "energy saving", "energy creation" and "energy activation"


Energy Saving
Enhance efficiency of energy use
Expand use of renewable energy power sources
Solutions such as energy conversion
Realize decarbonization
Energy Creation
Accelerate renewable energy development with customers
Create and utilize renewable energy sources
Energy Activation
Building frameworks for easier use of energy

Electrification and enhanced efficiency of energy consumption



Electricity consumption accounts for about 1/4 of the final energy consumption, and it is necessary to strive not only on electricity but also on energy as a whole for decarbonization .

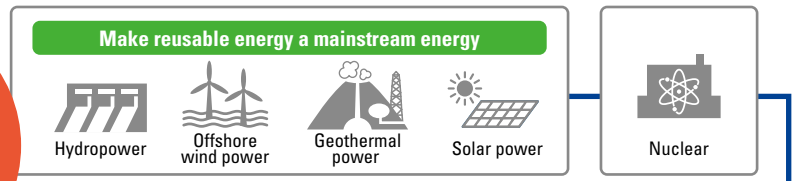
⇒ **Chubu Electric Power Group also contribute to reducing CO_2 emissions in fields other than electric power through electrification and enhanced efficiency.**

Pursue safety, stability and efficiency through a self-distributed system

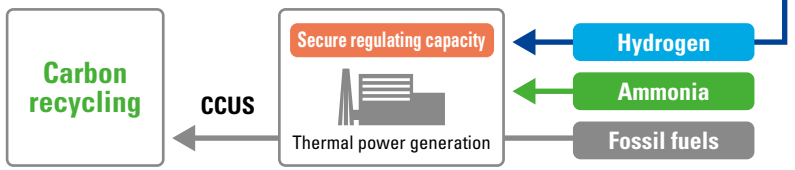
Zero emissions electricity

Decarbonization of energy provided

- Maximum use of non-fossil energy

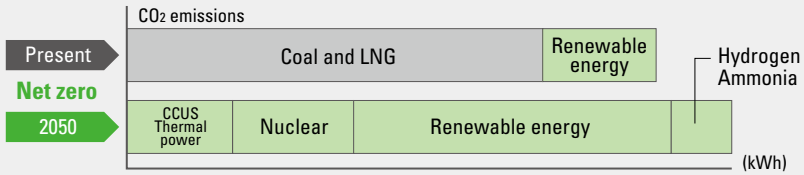


- Commercialization of next-generation technology and decarbonization of fossil fuels



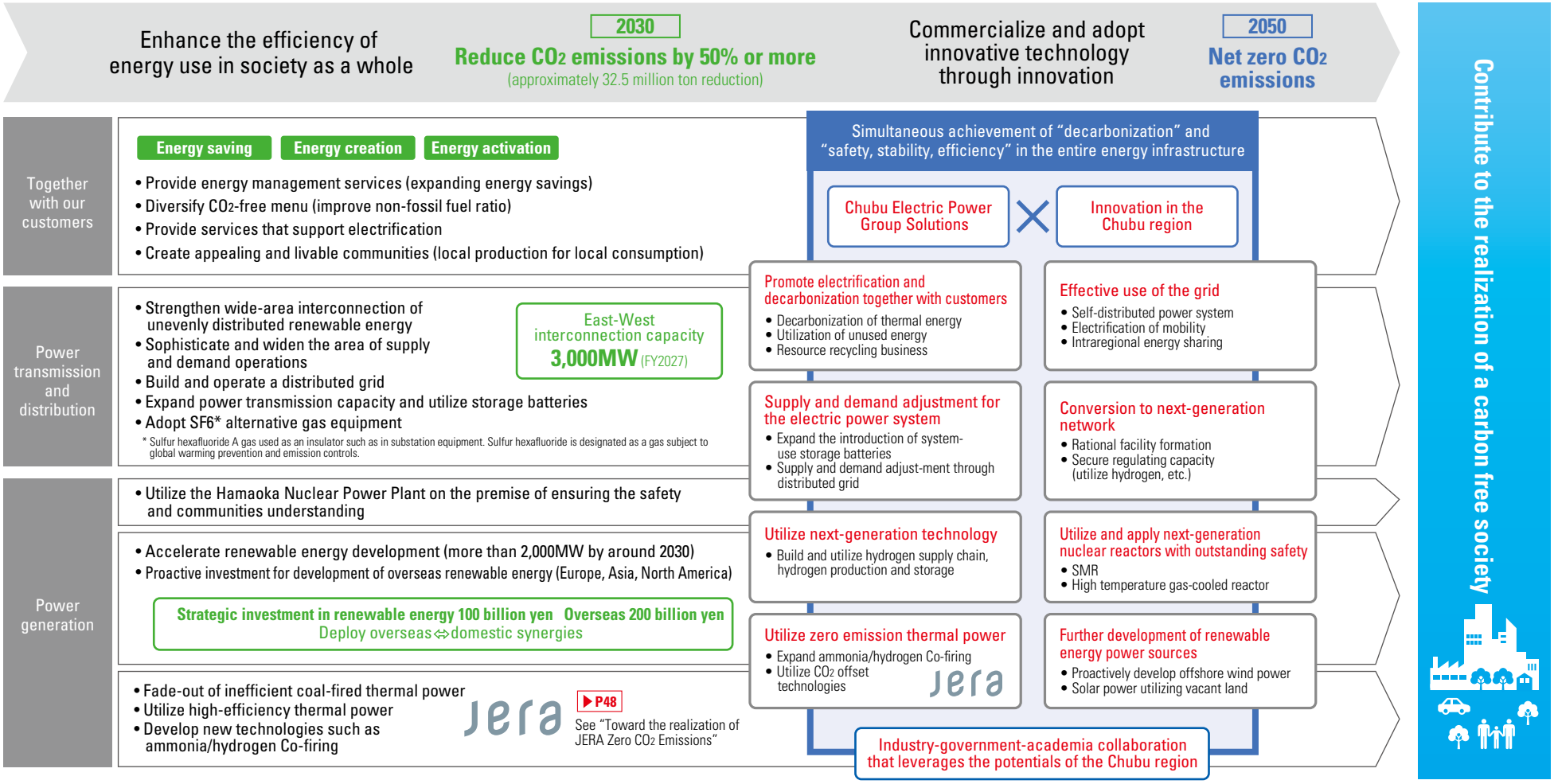
* Carbon dioxide Capture, Utilization and Storage

Decarbonization (composition of generated power)



Roadmap for Zero Emissions Challenge 2050 TCFD Metrics & Targets

- In realizing a carbon-free society, national and local governments, industry circles and households need to promote initiatives across the board based on their individual roles.
- The Chubu Electric Power Group will contribute to the realization of a carbon-free society jointly with customers and society through innovations in the energy infrastructure.


Enhance the efficiency of energy use in society as a whole
2030
Reduce CO2 emissions by 50% or more
(approximately 32.5 million ton reduction)
Commercialize and adopt innovative technology through innovation
2050
Net zero CO2 emissions
Contribute to the realization of a carbon free society
Together with our customers
Energy saving
Energy creation
Energy activation
• Provide energy management services (expanding energy savings)
• Diversify CO2-free menu (improve non-fossil fuel ratio)
• Provide services that support electrification
• Create appealing and livable communities (local production for local consumption)
Power transmission and distribution
• Strengthen wide-area interconnection of unevenly distributed renewable energy
• Sophisticate and widen the area of supply and demand operations
• Build and operate a distributed grid
• Expand power transmission capacity and utilize storage batteries
• Adopt SF6* alternative gas equipment
East-West interconnection capacity 3,000MW (FY2027)
* Sulfur hexafluoride A gas used as an insulator such as in substation equipment. Sulfur hexafluoride is designated as a gas subject to global warming prevention and emission controls.
Power generation
• Utilize the Hamaoka Nuclear Power Plant on the premise of ensuring the safety and communities understanding
• Accelerate renewable energy development (more than 2,000MW by around 2030)
• Proactive investment for development of overseas renewable energy (Europe, Asia, North America)
Strategic investment in renewable energy 100 billion yen Overseas 200 billion yen
Deploy overseas⇔domestic synergies
• Fade-out of inefficient coal-fired thermal power
• Utilize high-efficiency thermal power
• Develop new technologies such as ammonia/hydrogen Co-firing
JERA
P48
See "Toward the realization of JERA Zero CO2 Emissions"
Simultaneous achievement of "decarbonization" and "safety, stability, efficiency" in the entire energy infrastructure
Chubu Electric Power Group Solutions
×
Innovation in the Chubu region
Promote electrification and decarbonization together with customers
• Decarbonization of thermal energy
• Utilization of unused energy
• Resource recycling business
Effective use of the grid
• Self-distributed power system
• Electrification of mobility
• Intraregional energy sharing
Supply and demand adjustment for the electric power system
• Expand the introduction of system-use storage batteries
• Supply and demand adjust-ment through distributed grid
Conversion to next-generation network
• Rational facility formation
• Secure regulating capacity (utilize hydrogen, etc.)
Utilize next-generation technology
• Build and utilize hydrogen supply chain, hydrogen production and storage
Utilize and apply next-generation nuclear reactors with outstanding safety
• SMR
• High temperature gas-cooled reactor
Utilize zero emission thermal power
• Expand ammonia/hydrogen Co-firing
• Utilize CO2 offset technologies
JERA
Further development of renewable energy power sources
• Proactively develop offshore wind power
• Solar power utilizing vacant land
Industry-government-academia collaboration that leverages the potentials of the Chubu region

This is the Company initiative based on national policies and the target values may be adjusted in the event the system design is changed in the future. The initiative is also premised on the steady progress of decarbonization technology and economic rationality.

TOPICS

Issuance of Chubu Electric Power Green Bonds

From the standpoint of promoting initiatives to realize a carbon-free society and diversify financing, Chubu Electric Power issued our first Chubu Electric Power Green Bonds in July 2021. These debt securities limit use of procured financing to development of renewable energies and other environmental improvement projects.

Chubu Electric Power Group set a goal of developing 2,000 MW or more of renewable energy in around 2030. Financing obtained through the Green Bonds will be used for renewable energy development, construction, operation and renovation.

In issuing these Green Bonds, we have put in place the Chubu Electric Power Green Bond Framework, which is being evaluated by a third-party rating agency, DNV Business Assurance Japan K.K., to ensure compliance with green bond issuance standards.

Name	Chubu Electric Power Green Bonds
Purpose for funds	New investment and refinancing for development, construction, operation and renovation of renewable energy facilities
Amount issued	10 billion yen
Coupon rate	0.300% per annum
Period	10 years
Issue date	July 15, 2021
Main SDGs to which we will contribute	

Disclosure Based on TCFD Recommendations

We will enhance our corporate value by taking various changes caused by climate change as opportunities and actively tackling them.

In an effort to communicate such endeavors to our investors and stakeholders, we disclose them in a manner consistent with the TCFD recommendations.

TCFD TASK FORCE ON CLIMATE-RELATED FINANCIAL DISCLOSURES

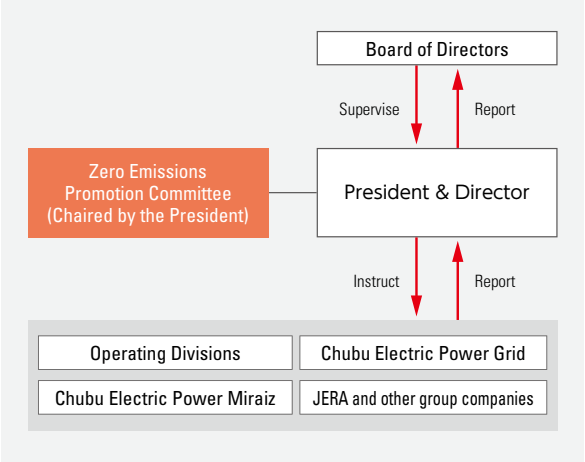
Chubu Electric Power endorsed the recommendations in the final report of the TCFD* in May 2019.

* Task Force on Climate-related Financial Disclosures, established by the Financial Stability Board (FSB) in response to the request of G20 Finance Ministers and Central Bank Governors

TCFD Governance/Risk management

- The Board of Directors deliberates and makes decisions on key management matters including efforts to realize a carbon-free society, such as the progress status of renewable energy development, and supervises the execution of duties by directors by, for example, receiving reports from each director on the status of execution of his or her duties.
- In formulating a management plan, risk owners* identify and assess key risks associated with climate change and report them to the risk management department. The risk management department assesses them in an integrated manner and reports them further to the Risk Management Committee chaired by the President & Director to reflect corresponding measures in the management plan.

  * Risk owners: The President of Chubu Electric Power Miraiz, the President of Chubu Electric Power Grid, Company Presidents, and general managers of divisions of the Headquarters
- In executing the management plan, recognizing the importance for each employee to try his or her best in business activities in which he or she is involved as a person responsible for practicing ESG management, Chubu Electric Power strives to always maintain good communication between top management and employees including front line workplaces.
- The Zero Emissions Committee established in March 2021 is a body placed under the direct control of the President & Director. It defines super long-term as well as medium- to long-term climate change-related goals of Chubu Electric Power and its business companies and group companies and formulates and evaluates action plans for achieving these goals.



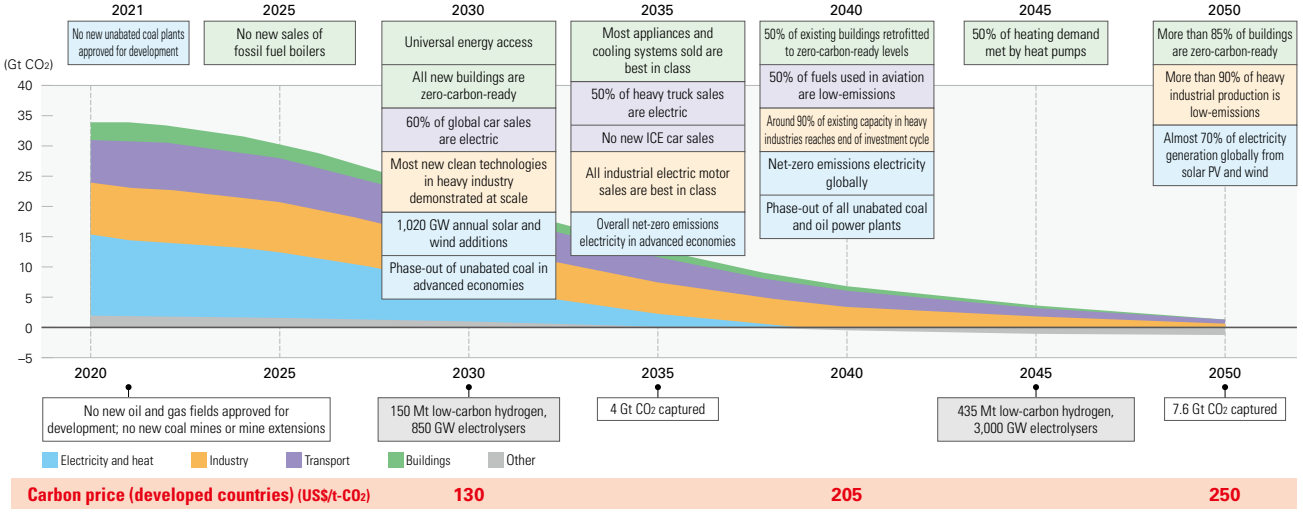
TCFD Strategy Scenario selection

- By referring to published data including data published by the International Energy Agency (IEA), we have selected:
  – a **1.5˚C scenario for assessing risks and opportunities associated with the transition to a carbon-free society**, in which the average temperature rise at the end of this century is kept below 1.5˚C from the pre-industrial level; and
  – a **4˚C scenario for assessing risks associated with physical changes**, such as abnormal weather, in which the average temperature at the end of this century will rise by around 4˚C from the pre-industrial level.

Scenarios selected	1.5˚C scenario	4˚C scenario
Anticipated social situations	• To keep the average temperature rise at the **end of this century below 1.5˚C**, greenhouse gas emission regulations will be tightened worldwide through further revision of national environmental policies. (Japan aims for carbon neutrality in 2050.) • Other anticipated developments include an increase in low-carbon and decarbonization investment, an increase in the percentage of non-fossil power due to the expansion of renewable energy and the use of nuclear power, rising needs for using low-carbon/carbon-free energy, progress in car electrification and other technological innovation and electrification in general.	• Global efforts will remain insufficient and the average temperature at the end of this century will rise by around 4˚C. • It is also anticipated that abnormal weather, such as extreme storms, will occur more frequently due to a higher temperature.
Reference	• **Net Zero by 2050** of the International Energy Agency (IEA) and the **Japanese government's policy target (achieving carbon neutrality in 2050)**, etc.	• Fifth Assessment Report **"RCP8.5 Scenario"** of the Intergovernmental Panel on Climate Change (IPCC)

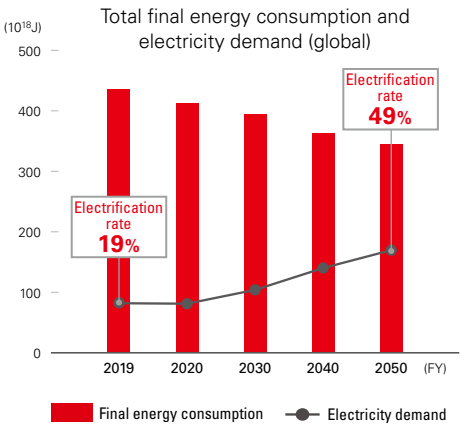
1.5˚C scenario

● Key milestones in the pathway to net zero (global)


2021
No new unabated coal plants approved for development
2025
No new sales of fossil fuel boilers
2030
Universal energy access
All new buildings are zero-carbon-ready
60% of global car sales are electric
Most new clean technologies in heavy industry demonstrated at scale
1,020 GW annual solar and wind additions
Phase-out of unabated coal in advanced economies
2035
Most appliances and cooling systems sold are best in class
50% of heavy truck sales are electric
No new ICE car sales
All industrial electric motor sales are best in class
Overall net-zero emissions electricity in advanced economies
2040
50% of existing buildings retrofitted to zero-carbon-ready levels
50% of fuels used in aviation are low-emissions
Around 90% of existing capacity in heavy industries reaches end of investment cycle
Net-zero emissions electricity globally
Phase-out of all unabated coal and oil power plants
2045
50% of heating demand met by heat pumps
2050
More than 85% of buildings are zero-carbon-ready
More than 90% of heavy industrial production is low-emissions
Almost 70% of electricity generation globally from solar PV and wind
(Gt CO2)
40
35
30
25
20
15
10
5
0
–5
2020
2025
2030
2035
2040
2045
2050
No new oil and gas fields approved for development; no new coal mines or mine extensions
150 Mt low-carbon hydrogen, 850 GW electrolysers
4 Gt CO2 captured
435 Mt low-carbon hydrogen, 3,000 GW electrolysers
7.6 Gt CO2 captured
Electricity and heat
Industry
Transport
Buildings
Other
Carbon price (developed countries) (US$/t-CO2)
130
205
250

Source: IEA's Net Zero by 2050 (2021)

● Electrification rate (global)



Source: Created by Chubu Electric Power based on the IEA's Net Zero by 2050 (2021)

TCFD Strategy Business impact assessment

● Recognizing climate change risks and opportunities as a key element of its business strategy, the Chubu Electric Power Group formulates and executes specific measures based on the impact assessment on them.

	Changes in the external environment		Impact on the Group	Assessment	Impact	Measures
1.5°C scenario Responses to risks and opportunities associated with the transition to a carbon-free society	Rising needs for decarbonization to energy	**Policy** Raising non-fossil energy percentage and emission reduction goals	Increase in operation cost due to investments in decarbonization and the introduction of carbon pricing*1	Risks → Opportunities	Large	**Low carbonization/decarbonization of power sources** • Expansion of renewable energy development (in Japan and overseas) • Safer and more economical nuclear power generation and the effective use thereof • More efficient thermal power generation and the gradual retirement of low-efficient coal thermal power generation by 2030 • Proactive investment for development of renewable energy overseas (Europe, Asia, North America)
			Control increasing costs through innovation	Opportunities	Medium	
		Technology Evolution of low-carbon/ carbon-free technologies • Renewable energy • Low carbonization of thermal power generation • Safer nuclear power generation • Energy management (i.e., storage of electricity)	An increase in systems maintenance cost due to an expansion of decentralized power sources A reduction in wheeling revenue due to a reduction in power flow through power transmission/distribution systems	Risks → Opportunities	Large	**Wide-area utilization of power sources and the progress of local production for local consumption** • Increasing efficiency and resilience of the entire power supply network • Building facilities that take advantage of the decentralized system based on local production and consumption and optimizing their operation • Adapting to the expansion and uneven distribution of large-scale renewable energy in the trunk line system and providing stable supply nationwide and pursuing wide-area advantages
			Rising needs for the use of carbon-free energy Expanding demand for electrification	Opportunities	Large	**Provide services in our triad of "energy saving," "energy creation" and "energy activation"** • "Energy saving" by streamlining customers' energy use through provision of solutions • "Energy creation" by expanding installation of renewable energy source equipment and utilizing unused energy • "Energy activation" by building frameworks including demand response for easier use of energy **Promotion of technological research and development** • Research and development that contribute to low carbonization of electricity and to the promotion of energy saving and switching to electricity • Research and development that contribute to decarbonization such as the use of ammonia and hydrogen and CCUS*2 technologies *2 Carbon dioxide Capture, Utilization and Storage
		Market Customers will become more environment-oriented Introduction of carbon-free technologies				
		Reputation Divestment of companies that are reluctant to adopt decarbonization	A rise in financing costs	Risks	Small	**Engagement with investors and financial institutions and diversification of fund procurement methods** • Ongoing communication concerning initiatives to promote decarbonization • Effective use of Green Bonds, etc.
4°C scenario Responses to physical risk	More frequent occurrences of abnormal weather due to rising temperature	**Storm** Extreme typhoons and the like will occur more frequently Flood and landslide disasters will intensify	An increase in costs for proactive facility upgrades An increase in recovery costs	Risks	Large	**Strengthening resilience of facilities and systems** • Strengthening resilience through the effective use of decentralized systems • Disaster prevention (trimming and culling of trees in advance, etc.) • Early recovery (coordination with local governments, other power companies, etc.) • Promotion of elimination of utility poles • Application to flood control of dams for hydroelectric power generation

*1 Achieving a reduction of 10 million tons of CO_2 emissions by utilizing nuclear power generation and renewable energy power sources is equivalent to reducing the impact of **140 billion** yen.

* Estimated based on the rate of US$130/t-$CO_2$, which is the assumed carbon price in 2030 in developed countries according to the IEA Net Zero by 2050

TCFD Indicators and goals Goals and measures

▶P21 They are listed in the Roadmap for Zero Emissions Challenge 2050.

Materiality on ESG

The Chubu Electric Power Group will contribute to the achievement of the United Nations' Sustainable Development Goals (SDGs) and work to attain sustainable growth and better corporate value by evolving business management from the environmental, social and governance (ESG) perspectives.

In doing so, we have identified key ESG issues through the following process and will give priority to resolving these issues.

We will also review these key issues on a periodic basis as they may change in accordance with the environment surrounding our business.

[Identification process of important issues]

STEP 1 Extraction of issues

Taking into consideration such reference information as the SDGs, ISO 26000, GRI Guidelines, FTSE, and SASB as well as management plans of the Company, we exhaustively extracted 59 issues.

STEP 2 Materiality assessment of issues

The issues extracted above were assessed to select potential key issues from the two perspectives of "importance to stakeholders" and "importance to the Chubu Electric Power Group."

STEP 3 Validation of appropriateness

The potential key issues selected above are validated for appropriateness based on reviews by experts and the exchange of opinions with top management.

STEP 4 Identification of Key Issues

Key issues were identified from the validated potential key issues above upon deliberation by the Senior Executive Committee and the Board of Directors.

Realize a carbon-free society

E Environment

- Increase the safety of nuclear power and promote its use
- Construction and operation of efficient power transmission and distribution facilities (reduction of power transmission and distribution loss, promotion of local production for local consumption)
- Develop renewable energy power sources
- Develop and introduce carbon-free technology
- Electrification promoted together with customers and society
- Practice environmental management
- Realize a recycling-oriented society

Main SDGs contributed to

Resolution of social issues / Utilization of human resources / Safety and health

S Social

- Promote Community Support Infrastructure
- Communication with the community
- Maximize customer experiences (UX)
- Securing labor safety
- Promote health management
- Secure and train highly specialized human resources
- Diversification of human resources
- Firmly establish new workstyles

Main SDGs contributed to

3 GOOD HEALTH AND WELL-BEING
8 DECENT WORK AND ECONOMIC GROWTH
9 INDUSTRY, INNOVATION AND INFRASTRUCTURE
11 SUSTAINABLE CITIES AND COMMUNITIES
17 PARTNERSHIPS FOR THE GOALS

Strengthen corporate governance / Business continuity

G Governance

- Ensure area supply capacity and electric power quality (ancillary services)
- Strengthen large-scale disaster preparedness
- Information and cyber security measures
- Thorough compliance and anti-corruption
- Governance and risk management
- Timely and appropriate disclosure of information

Main SDGs contributed to

COLUMN Cultivating a greater sense of unity by sharing the corporate philosophy

Even after the split offs in April 2020, Chubu Electric Power, Chubu Electric Power Grid and Chubu Electric Power Miraiz ("the three Chubu Electric Power companies") have been working with a sense of unity under the same corporate philosophy and tackling management issues to achieve the management vision. The goal is to maximize the value we provide to customers and society.

While collaborating with other departments within Chubu Electric Power, the Corporate Planning and Strategy Division is playing a central role in cultivating a sense of unity through measures to increase awareness among employees how businesses of the three companies are related and to facilitate their mutual understanding.

Executive Caravan

Since FY2011, we have been conducting the Executive Caravan, an event in which executives visit workplaces to have a direct dialogue with employees. During FY2020, the caravan visited 93 locations and exchanged opinions with 713 employees.

The event is designed to provide an opportunity for individual employees to reacknowledge that their work is linked to our corporate philosophy and management vision and to think about how they should act through their work to contribute to customers. During the event, employees explored and exchanged views with executives about their own actions from the perspective of "fulfilling our unwavering mission" and "creating new value," the two elements making up our management vision.

[Voices of employees]

- I had thought that the corporate philosophy and management vision are far-off topics but have come to realize I can put them into practice in my daily work.
- Through the Executive Caravan, I again realized my action is linked to customers.

Exchanging opinions

"Omoikkiri*!" Chuden

For the purpose of maintaining and improving a sense of unity and facilitating a mutual understanding among the three Chubu Electric Power companies, as well as to cultivate a positive and vibrant corporate culture toward the achievement of the management vision, we held an event to provide a series of videos online for viewing by employees and hold a workshop in each workplace.

In the "Omoikkiri! Talk" video sessions, the Presidents of the three Chubu Electric Power companies, President of Renewable Energy Company and General Manager of the Nuclear Power Division talked about things and spirit they want employees of the three companies to share and conveyed the frank opinions of top management to employees.

During a workshop in each workplace, individual employees made an "Omoikkiri" declaration to share it with other members in the workplace.

* A Japanese word that means doing things to the fullest, with all one's energy, boldy and decisively.

[Voices of employees]

- I confirmed that the corporate philosophy is taking root and that the direction we pursue remain the same even after the split offs. I was also able to have vibrant discussion with a positive keyword of "omoikkiri!." I think these were meaningful.
- I'm willing to think about what we can do following the split offs and devote efforts to my own and my department's "omoikkiri!" ideas.
- I now feel more familiar with the corporate atmosphere and culture that top management is seeking.

"Omoikkiri! Talk" session for viewing

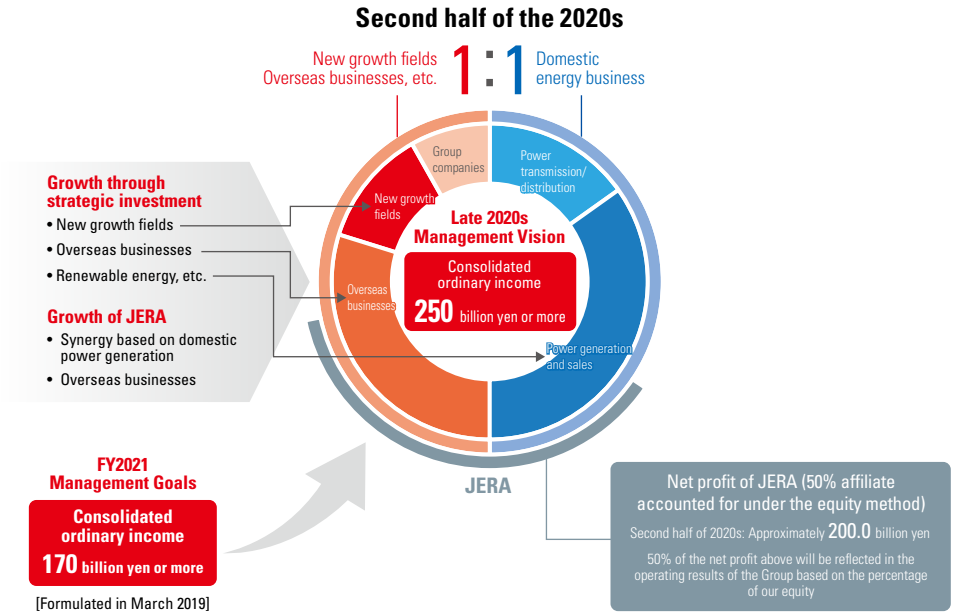
Workplace workshop

What the Chubu Electric Power Group Aims to Realize

Management vision (formulated in March 2018)

In its management vision targeting the late 2020s, the Chubu Electric Power Group aims to increase consolidated ordinary income to 250 billion yen, and by transforming its business model, achieve a business portfolio comprising the "domestic energy business" and "new growth fields and overseas businesses" at the ratio of 1 to 1.

In achieving this management vision, we will work to "fulfilling our unwavering mission" of delivering environmentally friendly, good-quality energy safely and stably at a reasonable price and "creating new value" by also providing new services closely matched to customers' needs. Our ultimate goal is to become "a total energy service corporate group that is one step ahead," providing services that exceed the expectations of our customers first and foremost.


Second half of the 2020s
New growth fields
Overseas businesses, etc.
1 : 1
Domestic energy business
Growth through strategic investment
• New growth fields
• Overseas businesses
• Renewable energy, etc.
Growth of JERA
• Synergy based on domestic power generation
• Overseas businesses
Group companies
Power transmission/ distribution
New growth fields
Late 2020s Management Vision
Consolidated ordinary income
250 billion yen or more
Overseas businesses
Power generation and sales
JERA
FY2021 Management Goals
Consolidated ordinary income
170 billion yen or more
[Formulated in March 2019]
Net profit of JERA (50% affiliate accounted for under the equity method)
Second half of 2020s: Approximately 200.0 billion yen
50% of the net profit above will be reflected in the operating results of the Group based on the percentage of our equity

Basic Conceptual Approach to Investment and Capital Policy

[Investment]

Necessary investment in electric power safety and stable supply

- We will quickly and steadily implement measures to further increase safety at our facilities, including the Hamaoka Nuclear Power Station.
- We will also keep steadily investing in equipment needed for stable supply while continuing to streamline.
- When making investments, we will thoroughly ensure efficiency.

Strategic investment in growth fields

- In order to make sustainable growth a certainty into the future, we will conduct appropriate risk management and, on that basis, engage in strategic investment for business growth and development.

Strategic investment amount

[5-year total from FY 2019 to FY 2023]

400 billion yen or more

- Overseas business: Approx. 200 billion yen
- Renewable energy: Approx. 100 billion yen
- New growth, etc.: Approx. 100 billion yen

In making investments, we will consider financial stability (maintain the current level of our capital adequacy ratio).

[Capital Policy]

Efficiency indicator (ROE)

- We envision a 7% or higher ROE level when we achieve the FY2021 business goal.
- For the medium- to long-term ROE level, we will aim for a level that exceeds the cost of capital while closely monitoring the necessary shareholders' equity ratio and other such factors.

Shareholder return policy

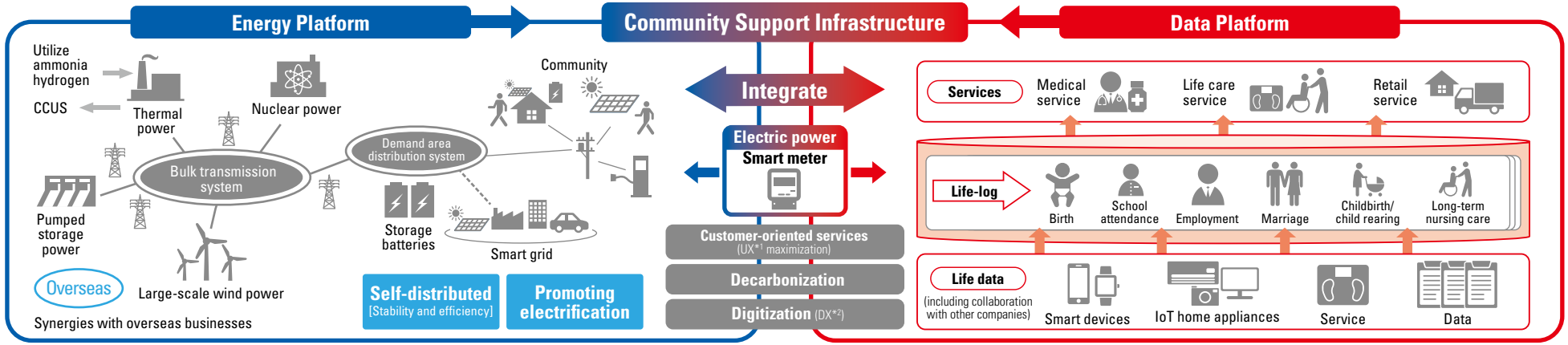
- Chubu Electric Power will continue to invest in plants and equipment for a safe and stable supply of electricity as well as in growth sectors to maintain sustainable growth and increase our corporate value.
- Providing strong shareholder returns is an important mission for our Group. We will continue to pursue stable dividends, as well as consider our profit growth. Our target consolidated payout ratio is over 30%.

Making most of digital technologies and diverse data to transform our business model

The Chubu Electric Power Group will utilize smart meters and other digital technologies as well as diverse data to transform its business model from the customer-oriented perspective.

More specifically, we will build an Energy Platform that manages energy in a resilient and optimal manner in response to greater complexity in the flow of electricity due to the increased use of renewable energy. Simultaneously, we will promote the establishment and enhancement of a Data Platform, which is an information infrastructure used for accumulating data owned by the Chubu Electric Power Group and external data and for analyzing and "multiplying" diverse data.

Through these initiatives, we will provide a Community Support Infrastructure that helps to realize a resilient, safe and secure society and will create more convenient and comfortable services while focusing on customers.



*1 User experiences *2 Digital Transformation

Example services

- **Services that appropriately combine renewable energy and demand-side equipment to create new value:** Aggregate services ▶P29
- **Services that utilize diverse data to create "bonds" and "connections":** Chubu Electric Power Miraiz Connect ▶P32

Developing and securing digitally enabled human resources

For rotating the plan-do-check-act (PDCA) cycle autonomously through data utilization, we will promote measures to improve IT literacy throughout Chubu Electric Power, such as enhancing relevant training, and facilitate education of key persons. We will also make efforts to develop and secure human resources with advanced skills to promote DX, including the utilization of external human resources, through our newly established data analysis subsidiary (See the TOPICS section on the right.) and other means.

TOPICS

Establishment of a data analysis subsidiary, TSUNAGU Community Analytics Co., Inc.

TSUNAGU Community Analytics

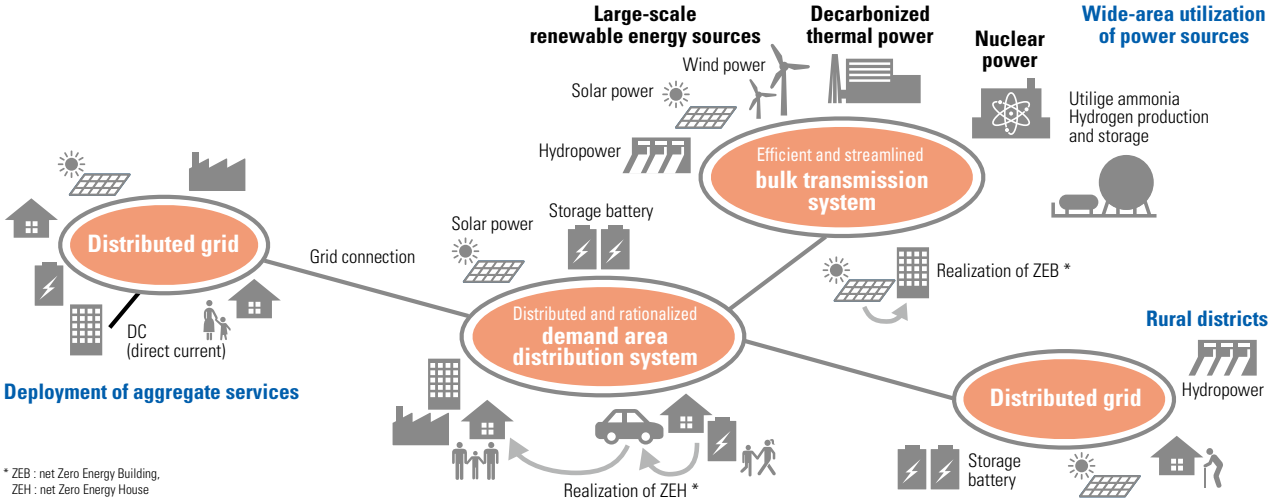
We have established TSUNAGU Community Analytics that performs advanced analysis of and utilizes various data owned by the entire Chubu Electric Power Group, including data acquired from its energy infrastructure, and by doing so, will help facilitate the Group's operational transformation. While encouraging industry-government-academia collaboration, the company will also contribute to the resolution of social issues, promotion of DX and realization of enriching lives among customers and in local communities with the power of data science.

Toward Providing Resilient and Optimal Energy Services

Building an Energy Platform

Conventionally, electricity had flowed only one way from a power plant to customers' equipment. However, the increased use of renewable energy, such as solar and wind power, has added greater complexity to the flow of electricity, making it two-way.

To deal with such a change, we are working to build an Energy Platform, which is an energy supply and demand system mainly consisting of power sources, power transmission/distribution networks and customers' equipment. It can manage energy used by customers in a resilient and optimal manner.

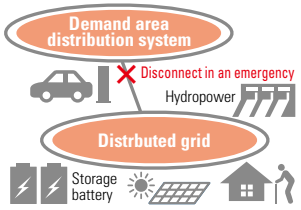


Strengthening wide-area interconnection

In order to strengthen our ability to ensure wide-area interconnection, we started operating the 900-MW Hida Converter Station in March 2021. The station connects a 50HZ area (eastern Japan) and 60HZ area (western Japan), thereby increasing the interchangeable power capacity between the two areas to a total of 2,100 MW. We also plan to increase the capacity further to 3,000 MW in the future.

Improving resilience

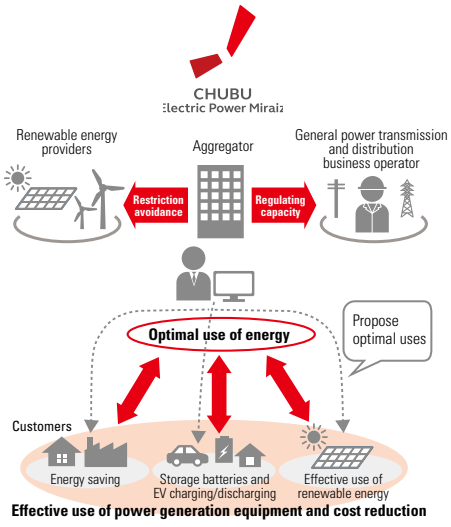
As an effort to improve resilience, we will consider building an emergency microgrid that can operate in a self-sustained manner even when power distribution lines are disconnected from the demand area distribution system during an extraordinary disaster, by utilizing distributed power sources, such as local storage batteries, solar power generation equipment and electric vehicles (EV).



Deploying aggregate services

We will offer aggregate services that provide diverse value to customers, including a reduction of their energy costs. These services use communication technology to "aggregate" information on distributed power sources, which include power sources, storage batteries, EVs and solar power generation equipment to be connected, as well as information on electricity demand, and adjust the volume of the electricity flow by regulating electricity usage and instructing charging to or discharging from storage batteries.

- Utilize accumulated surplus power to provide to general power transmission and distribution business operators an ability to regulate supply and demand.
- Ensure optimal operation so as to avoid restraints on the use of renewable energy.

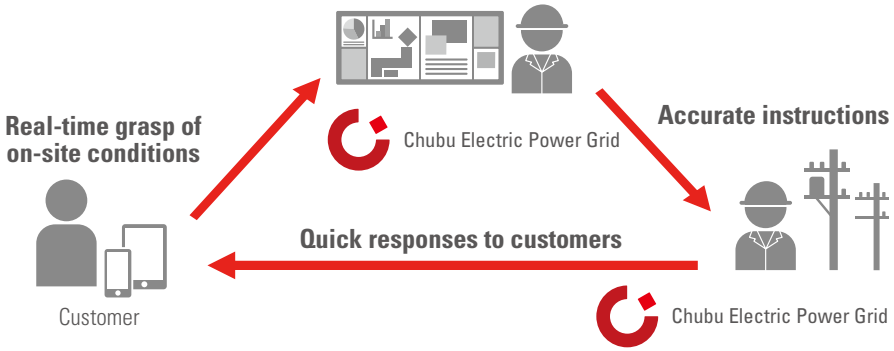


Toward strengthening resilience – Disaster response with the Group working in unison

Taking into consideration recent natural disasters, we are working to strengthen resilience to improve our response to large-scale disasters. We will work to share information with customers and society and strengthen our facilities restoration system as the Chubu Electric Power Group works in unison to implement disaster response.

Disseminating information via an app to enable customers to obtain and use information

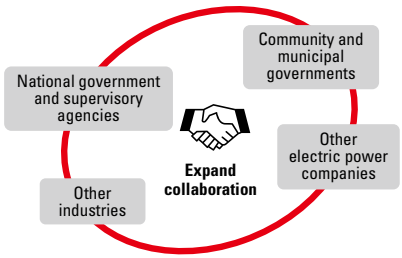
We have developed and released a power outage information app in order to enhance our ability to provide information on the status of power outage and expected recovery schedule. In addition to sending power outage information in real time, we ensure quick and appropriate response by receiving reports from customers on electric accidents, such as a power line cutoff.



Cooperation with local governments

We have reconfirmed the points of contact of local governments and what information to share with them, set up emergency vehicle operation procedures with the road management authorities, determined what information we should report to the national government and established a structure to mutually dispatch support staff with other electric power companies. We are also holding discussion with local governments in the Chubu region concerning an agreement on mutual collaboration during a large-scale disaster, which encompasses systematic tree felling.

- Strengthening mutual cooperation in times of emergency



Trees that could cause damage by falling are cut down in advance in cooperation with local governments.

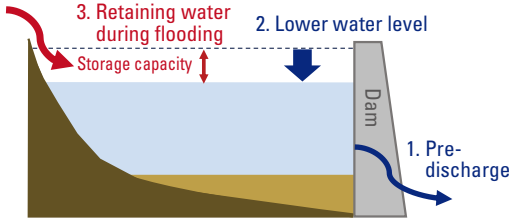
Initiatives for the quick restoration of facilities

Assuming damage to substations caused by large-scale disasters, we implement installation training encompassing group companies for quick recovery using self-driving mobile substations.

Training to set up a self-driving mobile substation

Use of hydroelectric dams for flood control

When flood damage is anticipated, we work in cooperation with national and local governments and other water users to release water from dams in advance to increase their storage capacity during a flood.



1. & 2. Releasing water before flooding to lower dam water level
3. Increased storage capacity during flooding

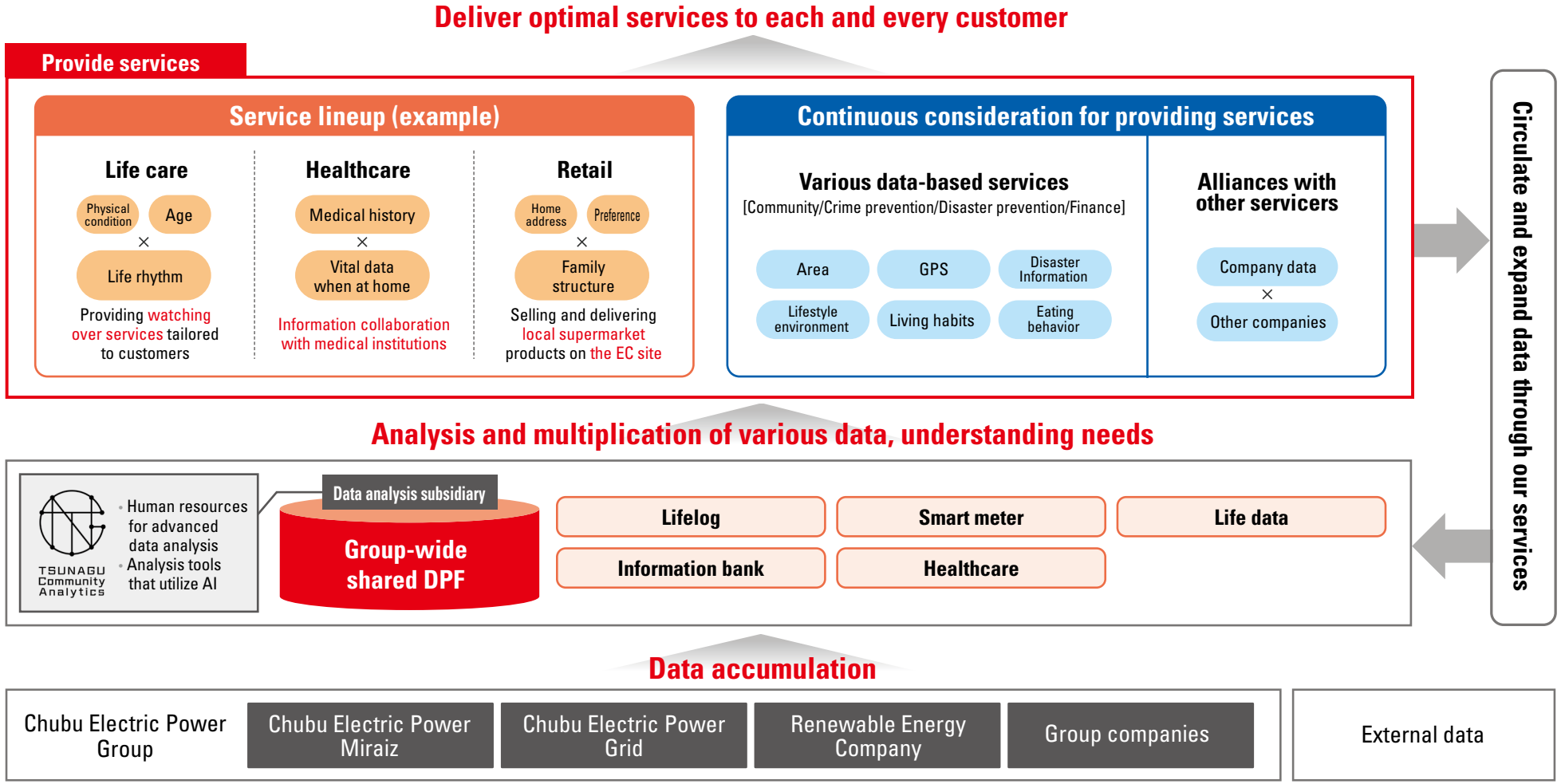
Reducing downstream flood damage

Toward Providing Services That Enhance Convenience and Enrich Lives

Building a Data Platform

We will provide a variety of services by building and expanding a Data Platform (DPF).

Upon ensuring security, we will utilize data on energy, which represents one of our strengths, as well as other data to deliver services closely attuned to the needs of each customer, provide a Community Support Infrastructure and maximize customer experiences.



Example initiatives

Providing life services that create bonds and connections: Chubu Electric Power Miraiz Connect

On April 1, 2021, Chubu Electric Power Miraiz and Mitsubishi Corporation established Chubu Electric Power Miraiz Connect, Inc. The new company will provide total life services under such themes as watching over, support for child rearing, food and health in order to respond to different needs of customers in their daily lives and for life events as people's lifestyles have become diverse in line with the changing times.

Through these services, we will also create family bonds across generations and connections in people's daily lives, local communities and businesses and contribute to the development of local communities and society.

中部電力ミライズ コネクト

"We will remain by your side and continue to provide a connecting and expanding world that will give you the power to move forward into the future."

Life services that nurture family bonds and connections

Watching over | Household consultation | Insurance | Shopping | Health | ・・・

Providing value by bundling services for a family of multiple households

Creating a future | **Raising a family** | **Connecting to local communities and people**

・・・ Entrance | Graduation | Employment | Marriage | Birth and Child rearing | Home purchase | Work | Hobbies | First grandchild | Retirement ・・・

Example initiative 1

Supporting life design for a long-lasting happy life with a family

As we enter an era of the 100-year life, more households are starting to feel vaguely anxious about funds necessary for future retirement lives. Responding to their diverse worries, we will provide financial products and services that leverage digital technologies, and by doing so, play a role of life partner for customers all through their lives.

Partner candidates 東京海上日動 / 東京海上日動あんしん生命

Example initiative 2

Creating a new shopping experience in local communities

Changes in our ways of living caused by the COVID-19 pandemic are serving to instill new lifestyles. We will provide community-based online retail services as part of our effort to deliver a new shopping experience matched to customers' diverse needs.

Partner candidate COSTCO WHOLESALE

Example initiative 3

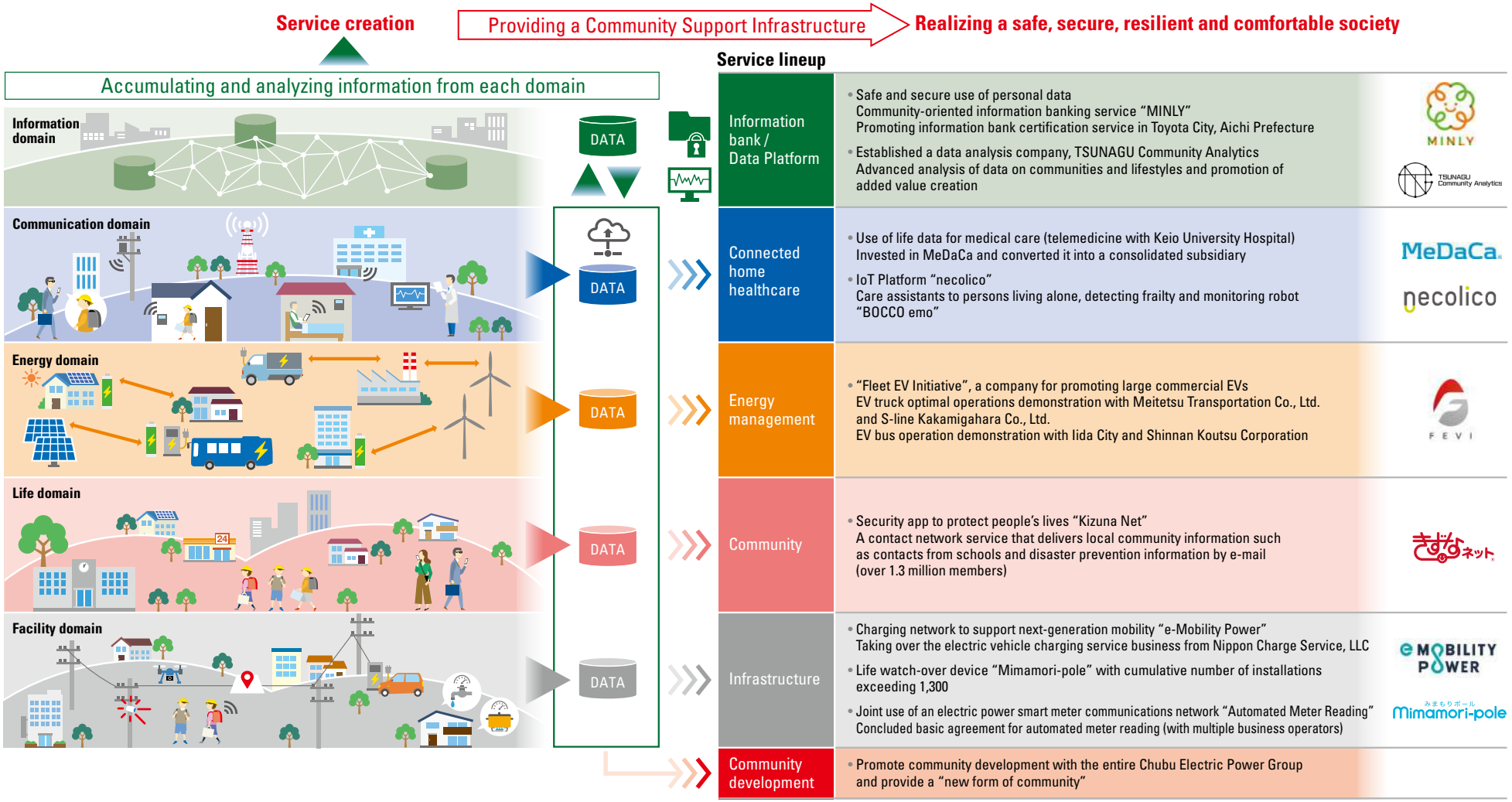
More secure and enriching local community lives

With an increase in households in which both parents are working, increasingly aging population as well as growing health and safety consciousness, needs in daily lives are becoming increasingly diversified and sophisticated. By utilizing digital technologies, Chubu Electric Power aims to provide services that are even more deeply rooted in local communities and can make one-to-one response to individual customers.

Partner candidate LAWSON STATION / シェアフル

Providing a Community Support Infrastructure: Creating new value through energy and data

The Chubu Electric Power Group will offer services that utilize data and energy and provide a Community Support Infrastructure that reinforces the local community. By providing these services, we will contribute to the realization of a safe, secure, resilient and comfortable society.


Service creation
Providing a Community Support Infrastructure
Realizing a safe, secure, resilient and comfortable society
Accumulating and analyzing information from each domain
Information domain
Communication domain
Energy domain
Life domain
Facility domain
DATA
Service lineup
Information bank / Data Platform
• Safe and secure use of personal data
Community-oriented information banking service "MINLY"
Promoting information bank certification service in Toyota City, Aichi Prefecture
• Established a data analysis company, TSUNAGU Community Analytics
Advanced analysis of data on communities and lifestyles and promotion of added value creation
MINLY
TSUNAGU Community Analytics
Connected home healthcare
• Use of life data for medical care (telemedicine with Keio University Hospital)
Invested in MeDaCa and converted it into a consolidated subsidiary
• IoT Platform "necolico"
Care assistants to persons living alone, detecting frailty and monitoring robot "BOCCO emo"
MeDaCa
necolico
Energy management
• "Fleet EV Initiative", a company for promoting large commercial EVs
EV truck optimal operations demonstration with Meitetsu Transportation Co., Ltd. and S-line Kakamigahara Co., Ltd.
EV bus operation demonstration with Iida City and Shinnan Koutsu Corporation
FEVI
Community
• Security app to protect people's lives "Kizuna Net"
A contact network service that delivers local community information such as contacts from schools and disaster prevention information by e-mail (over 1.3 million members)
きずなネット
Infrastructure
• Charging network to support next-generation mobility "e-Mobility Power"
Taking over the electric vehicle charging service business from Nippon Charge Service, LLC
• Life watch-over device "Mimamori-pole" with cumulative number of installations exceeding 1,300
• Joint use of an electric power smart meter communications network "Automated Meter Reading"
Concluded basic agreement for automated meter reading (with multiple business operators)
e MOBILITY POWER
みまもりポール Mimamori-pole
Community development
• Promote community development with the entire Chubu Electric Power Group and provide a "new form of community"

Example initiatives

Energy management: Electrification of buses and trucks

Fleet EV Initiative LCC, a joint venture of Chubu Electric Power and Marubeni Corporation, has been conducting an EV truck optimal operations demonstration with Meitetsu Transportation Co., Ltd. and S-line Kakamigahara Co., Ltd. (from April 2020 to March 2022) and an EV bus optimal operations demonstration with Iida City and Shinnan Koutsu Corporation (from January 2021 to March 2022).

These demonstrations have been verifying such topics as a reduction in CO_2 emissions through vehicle electrification, increased use of renewable energy, suppression of electricity rates by controlling peak power consumption, cost reduction resulting from the increased utilization rate of rapid chargers and measures related to a business continuity plan (BCP), such as the use of the power storage function of electrified vehicles.

Through vehicle electrification in the logistics and transportation businesses, we will contribute to the realization of a sustainable society.

Specific demonstrations under consideration
Example: BCP-related measures
- Utilize an EV truck or bus as a rest place for disaster victims during a disaster.
- Utilize an EV truck or bus as a power source at an evacuation shelter for charging mobile phones and operating fans and electric kettles.

Shinnan Koutsu's EV bus

Connected home healthcare: Use of life data for medical care

Jointly with Keio University Hospital and Medical Data Card, Inc., a consolidated subsidiary, we have been providing remote prenatal checkups for outpatients at the hospital's Obstetrics Department (since June 2020) and telemedicine utilizing a blood sugar level cloud management system for diabetes and obesity outpatients at the hospital's Department of Nephrology, Endocrinology and Metabolism (since December 2020).

In addition, through a joint research program established with Fujita Health University in June 2020, we are undertaking studies on an ideal information system infrastructure for sharing and coordinating, upon gaining their consensus, individuals' healthcare information and long-term care data among local medical and nursing care institutions.

We will endeavor to build a platform and develop new services to support people's healthy lifestyle habits and behavior by fully utilizing artificial intelligence (AI) and Internet of Things (IoT) technologies to encourage communications between doctors and patients and assist in diagnosis using data gathered at home.

Notional image of remote checkup and medical examination

Community development: Promoting community development through combined efforts within the entire Chubu Electric Power Group

We will realize a "new form of community" by combining three activities to facilitate the development of a community that ensures secure and comfortable lives of local residents. Specifically, we will combine: energy management services encompassing energy saving and energy creation; connected home healthcare services that utilize data and digital technologies; and real estate development.

For example, we have an energy service that can deliver green energy at a low price and maintain energy supply even during an emergency. Using this as a foundation, we are considering an initiative to combine medical-related, community safety and other services of the Chubu Electric Power Group in order to provide a variety of comfortable and convenient value to customers. By turning such an idea into a specific action, we seek to develop a community where everyone can continue to live safely and with a sense of security.

TOPICS

Strengthening the Real Estate Business

In April 2021, we turned ES-CON JAPAN Ltd. into our consolidated subsidiary. Following the reinforcement of capital relationship, we now have in place a system to promote the realization of a "new form of community," which the Chubu Electric Power Group has been seeking. We believe that it will also accelerate our initiative fusing the energy business, community support infrastructure business and real estate business and is effective in maximizing the Group's revenue.

Initiatives Related to Overseas Businesses

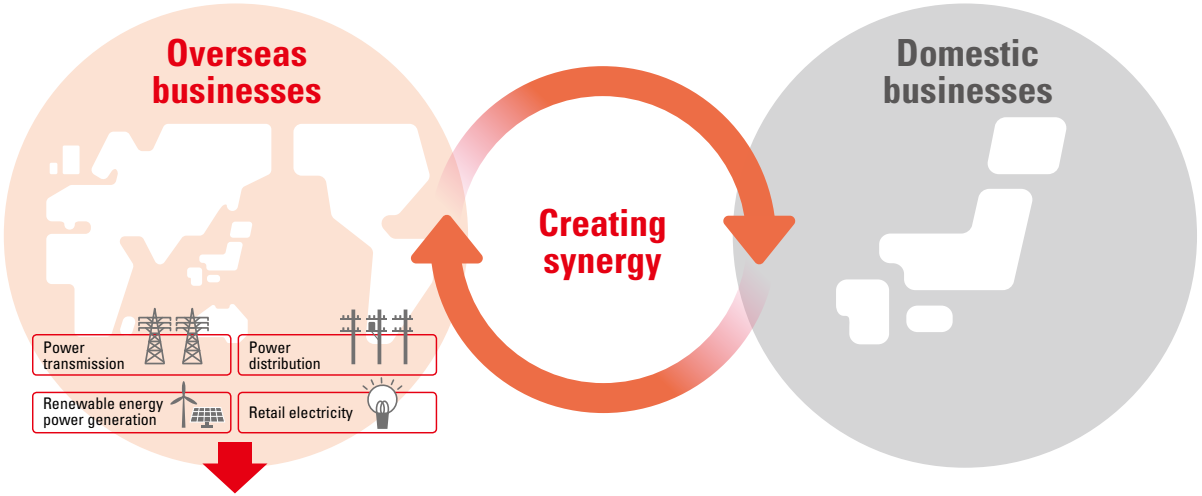
Active development of business

In order to ensure sustainable growth into the future, Chubu Electric Power positions overseas businesses as a growth field and will invest a total of some 200 billion yen over the five years from FY2019 to FY2023.

We will develop our business overseas while placing a particular focus on the four businesses of power transmission, power distribution, renewable energy power generation and retail electricity (new service) and seek to acquire and expand new revenue sources. At the same time, we will contribute the deepening of ESG management by promoting a business that supports local communities as well as carbon-free business.

In developing business, we will diversify our portfolio to enable optimization of risks and returns, and simultaneously, nurture globally capable human resources having business development know-how and provide them with more opportunities to take active roles. We intend to link the outcome in this area to our future growth.

We will also pursue creation of synergy (creation of mutual benefit) by "multiplying" our technical skills, customer base and trust relationships with customers, which have been cultivated in the domestic electricity business, strengths deriving from engaging in a broad range of businesses in the community support infrastructure field and technology and know-how we have obtained in cutting-edge fields through overseas business development.



- Acquiring and expanding revenue sources
- Deepening ESG management

Major overseas projects (as of July 2021)

Investment projects

Germany	Operation of and maintenance work for submarine power transmission business
U.K.	Operation of and maintenance work for submarine power transmission business
Netherlands	Acquisition of Eneco, an integrated energy company (See the next page for details.)

Overseas consulting projects

Mozambique	Improvement of energy loss reduction on distribution network (augmenting the planning, designing and maintenance of facilities; and reinforcing organizational capabilities)
Sri Lanka	Capacity development on the power sector master plan implementation program (reinforcing a capability to develop strategies and plans for promoting the use of renewable energy; reinforcing capabilities to operate and develop transmission systems; and reinforcing a capability to operate distribution networks)
Uganda	Capacity development for improving a capability to protect transmission systems (analysis of power outage causes; measures to prevent power outage; operation of equipment to protect transmission systems, etc.)

Providing consultation to Mozambique through an online meeting

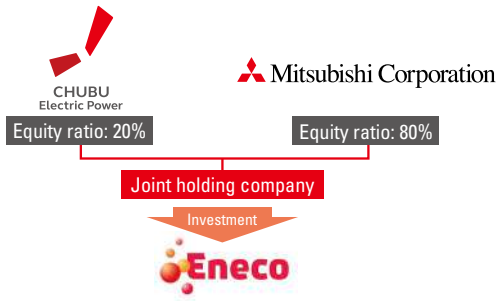
Platform for our European strategy

Jointly with Mitsubishi Corporation, Chubu Electric Power acquired Eneco, an integrated energy company in the Netherlands, in March 2020.

Eneco is a leading green energy company in Europe, having a value chain in the four key business areas of power generation, electricity trading, electricity retail and district heating services mainly in the Netherlands, Belgium and Germany.

Eneco is proactively promoting the supply of green electricity, supplying 100% green electricity to consumers and concluding a sale and purchase contract with companies for electricity deriving from renewable energy power sources.

Chubu Electric Power positions Eneco as a platform for its European strategy and will make efforts accordingly.



Renewable energy power capacity

- Approx. 4,400 MW (Eneco net generation capacity + contracted capacity with other companies)

Electricity/gas trading, electricity/gas retail

- Electric power handling capacity of approx. 30 billion kWh
- Gas handling capacity of approx. 50 billion kWh*
- Approx. 6 million customers

* Electric power energy conversion

Eneco's initiatives and leveraging the outcome in our domestic businesses

We will leverage the knowledge we have obtained from Eneco's initiatives in our domestic businesses as an effort to enhance Chubu Electric Power's business value.

Eneco's initiatives

(1) Expanding renewable energy

Aims to double its net renewable energy power generation capacity in the next five years.

(2) Expanding customer base and enhancing customer satisfaction

Works to expand the customer base and enhance customer satisfaction by combining electricity/gas sales with technical services provided through visits to customers' homes in the Netherlands and by promoting its brand as a green brand and encouraging digitalization.

(3) Enhancing new services

Enhances new services that will contribute to better energy services, such as e-Mobility (setting up charging spots).

TOPICS

Net zero GHG emissions target announced by Eneco

To remain the leader in responding to climate change, Eneco has announced that it will work to achieve net zero GHG emissions by 2035 not just in its own activities but also in the energy it supplies to customers.

Announcement (Excerpt)

- 100% renewable electricity supply for business customers by 2030 (This has been already achieved for retail consumers.)
- Carbon-free solutions for gas users (business customers and retail consumers), etc.

VOICE

Initiatives locally undertaken to enhance the corporate value of both Chubu Electric Power and Eneco (Voices of Chubu Electric Power employees dispatched to Eneco)

Eneco has been accelerating its decarbonization efforts and announced on June 15, 2021 that it will work to achieve net zero GHG emissions by 2035. I've felt a strong sense of mission toward decarbonization among Eneco employees.

We are supporting Eneco's decarbonization efforts by utilizing the technical knowledge owned by Chubu Electric Power. Specifically, we are working to increase the energy efficiency of Eneco's power generation assets based on the know-how we have accumulated over the years on operation and maintenance of such assets. In the future, we hope to leverage Eneco's technologies concerning offshore wind power generation and hydrogen for Chubu Electric Power to create synergistic effect in our zero emissions policy.

We will also support Japanese companies operating in Europe in achieving sustainability.

Seconded employees from Corporate Planning & Strategy Division of Chubu Electric Power
Kishi Hisashi (left) and Kitaori Hironori

Initiatives toward Utilization of the Hamaoka Nuclear Power Station

MESSAGE

Ihara Ichiro

Director & Senior Managing Executive Officer, General Manager of Nuclear Power Division and General Manager of Nuclear Power Department, CNO

* CNO Chief Nuclear Officer

While making preparations to use the Hamaoka Nuclear Power Station as an important power source, we will explain our safety initiatives in detail to all parties concerned.

With a strong determination never to repeat an accident similar to one that occurred at the Fukushima Daiichi Nuclear Power Station, we are voluntarily putting in place safety improvement measures at the Hamaoka Nuclear Power Station, and Units 3 and 4 are currently undergoing a review to confirm conformance with the new regulatory standards. We are also setting up a disaster prevention system and enhancing education and training programs internally while further strengthening the cooperation with national and local governments for constant improvement of our emergency responses including the evacuation of residents.

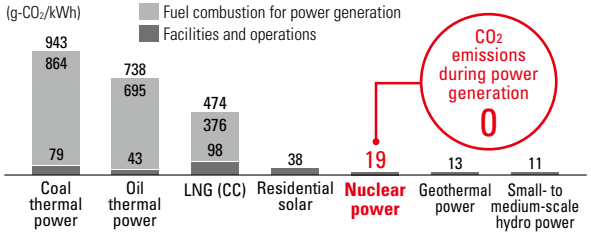
Chubu Electric Power believes that in order for us to secure stable energy supply into the future while responding to the issue of global warming, it is essential to continue using nuclear power generation, which does not emit CO_2 when generating electricity, as an important power source, on the premise that we can ensure its safety.

We will make our utmost effort to receive early confirmation on our compliance with the new regulatory standards and commit ourselves to gain an even greater understanding and trust from members of local communities and society.

Power generation method known for its stable supply superior environmental qualities

A significant portion of energy resources in Japan rely on overseas procurement. Therefore, a well-balanced combination of various power sources (energy mix) is necessary in order to ensure the stability of electricity we provide while also considering the environment. Nuclear power generation uses uranium, known for its stable supply, as a primary fuel. It is also an excellent power source in regard to the environment as it does not emic CO_2 when generating electricity.

• Lifecycle CO_2 emission amount for various power sources



Source: Central Research Institute of Electric Power Industry, "Comprehensive evaluation of lifecycle CO_2 emissions for power generation technologies in Japan" (July 2016)

Our response to the review to verify our compliance with the new regulatory standards

Units 3 and 4 of the Hamaoka Nuclear Power Station are taking necessary measures to secure the approval of nuclear reactor establishment/change, in the area of earthquake and tsunami resistance, which is a prerequisite for the station's safety measures.

Once we mostly complete finalizing the standard seismic motion and design basis tsunami figures, our response will move on to a review on plant facilities. Simultaneously, based on these figures, we will undertake activities to facilitate an understanding for the safety of the Hamaoka Nuclear Power Station, including the effectiveness of our safety improvement measures.

• Examples of measures that Chubu Electric Power is considering in order to meet new regulatory standards (undergoing inspection)

Earthquake
Establishing the standard seismic motion taking into account Nankai Trough Megaquakes, etc. Implementing earthquake resistant construction
- Standard seismic motion Ss1: 1,200 gal
- Standard seismic motion Ss2: 2,000 gal
- Soil improvement work, etc.

Volcano
Conducting research of volcanos around Hamaoka Nuclear Power Station to ensure safety against pyroclastic flow and volcanic ash
- Confirm that the power station is out of reach of pyroclastic flow
- Ensure safety against volcanic ash 10 cm-high

Tornado
Identify the kind of a tornado that is likely to have great impact on the power station buildings, and implement countermeasures through tornado-resistant construction
- Maximum wind velocity: 100 m/second
- Measures related to the seawater intake pumps

Tsunami
Establishing the tsunami standard taking into account Nankai Trough Megaquakes, etc. Implementing countermeasures through tsunami-resistant construction
- Tsunami standard: 21.1 m above sea level at the front of the tsunami protection wall
- Installation of breakwater, etc.

Fire
Implementing countermeasures including fire prevention, detection and extinguishing
- Using flame-resistant cables
- Installing additional fire-detecting equipment, etc.

Serious meltdown of the reactor core
Implementing measures to prevent the reactor cooling functions from being lost if all AC power sources fail, which would lead to a serious meltdown of the nuclear fuel.
- Ensuring the means of power supply, heat removal and water injection, etc.

• Present status of reactors at the Hamaoka Nuclear Power Station (As of July 1, 2021)

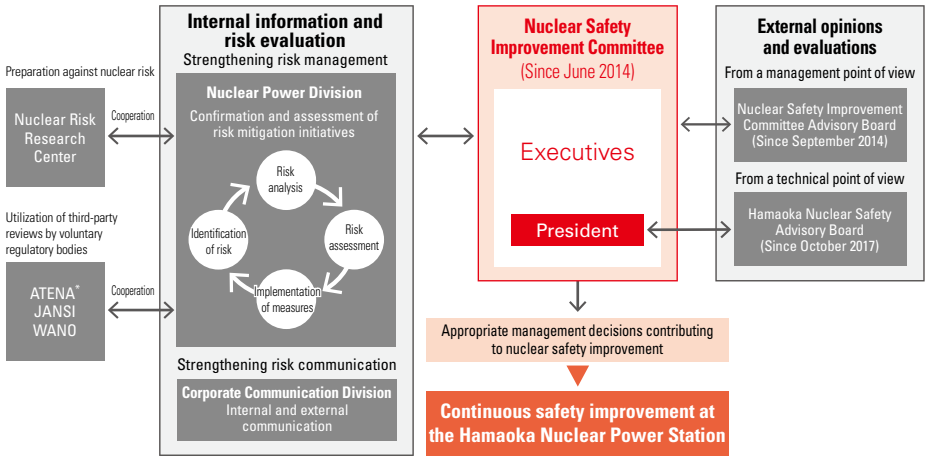
Unit (Commenced operations)	Output (MW)	Present status
Unit 1 (March 1976)	(540 MW)	• Decommissioning process underway Dismantling of surrounding equipment and the decontamination of the reactor are underway one after another. (Operation discontinued on January 30, 2009)
Unit 2 (November 1978)	(840 MW)	
Unit 3 (August 1987)	**1,100 MW**	• The Nuclear Regulation Authority is currently investigating and confirming compliance with new regulatory standards. • Safety improvement measures are currently being implemented.
Unit 4 (September 1993)	**1,137 MW**	
Unit 5 (January 2005)	**1,380 MW**	• Investigating specific recovery methods for seawater infiltration events • Preparing applications for investigation and confirmation of compliance with new regulatory standards • Safety improvement measures are currently being implemented.

Activities to reduce risks

The Hamaoka Nuclear Power Station has always worked to improve the safety level of its operation by applying the latest knowledge.

Additionally, since the accident at the Fukushima Daiichi Nuclear Power Station, we will not only ensure compliance with the new regulatory standards but also address risks and make efforts to minimize them, and promote voluntary and ongoing initiatives to improve safety.

• Governance structure


Internal information and risk evaluation
Strengthening risk management
Preparation against nuclear risk
Nuclear Risk Research Center
Cooperation
Nuclear Power Division
Confirmation and assessment of risk mitigation initiatives
Risk analysis
Risk assessment
Implementation of measures
Identification of risk
Utilization of third-party reviews by voluntary regulatory bodies
ATENA* JANSI WANO
Cooperation
Strengthening risk communication
Corporate Communication Division
Internal and external communication
Nuclear Safety Improvement Committee
(Since June 2014)
Executives
President
External opinions and evaluations
From a management point of view
Nuclear Safety Improvement Committee Advisory Board (Since September 2014)
From a technical point of view
Hamaoka Nuclear Safety Advisory Board (Since October 2017)
Appropriate management decisions contributing to nuclear safety improvement
Continuous safety improvement at the Hamaoka Nuclear Power Station

* ATENA: Atomic Energy Association, JANSI: Japan Nuclear Safety Institute, and WANO: World Association of Nuclear Operators

Strengthening governance

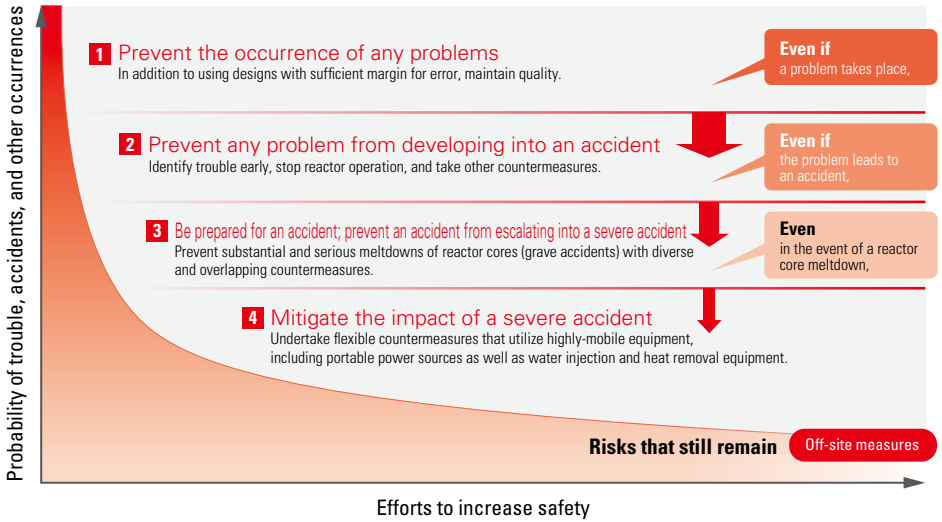
We have established a framework whereby management led by the President analyzes and assesses nuclear safety risks, and monitors and appropriately deliberates the details of the safety measures. We have also established a system under which outside experts provide advice on these initiatives from a management and an on-site technical perspective.

Strengthening risk management

Previously, we had addressed problems and human errors that had materialized as risks but we have recently expanded the scope of risk assessment to various information including the status of the equipment at the power stations and observations on the activities in order to initiate improvements before the risks actually materialize, thereby preventing incidents before they occur.

By also utilizing the new examination system introduced from FY2020, which focuses on voluntary safety management, we are improving safety by combining independent initiatives as a nuclear operator with regulatory activities that oversee and assess such initiatives.

• (On-site) Initiatives to reduce risk within the power station (image)


Probability of trouble, accidents, and other occurrences
1 Prevent the occurrence of any problems
In addition to using designs with sufficient margin for error, maintain quality.
Even if a problem takes place,
2 Prevent any problem from developing into an accident
Identify trouble early, stop reactor operation, and take other countermeasures.
Even if the problem leads to an accident,
3 Be prepared for an accident; prevent an accident from escalating into a severe accident
Prevent substantial and serious meltdowns of reactor cores (grave accidents) with diverse and overlapping countermeasures.
Even in the event of a reactor core meltdown,
4 Mitigate the impact of a severe accident
Undertake flexible countermeasures that utilize highly-mobile equipment, including portable power sources as well as water injection and heat removal equipment.
Risks that still remain
Off-site measures
Efforts to increase safety

We are not only ensuring compliance with the new regulatory standards but also implementing safety improvement measures in order to minimize risks as much as possible.

TOPICS

Improving performance

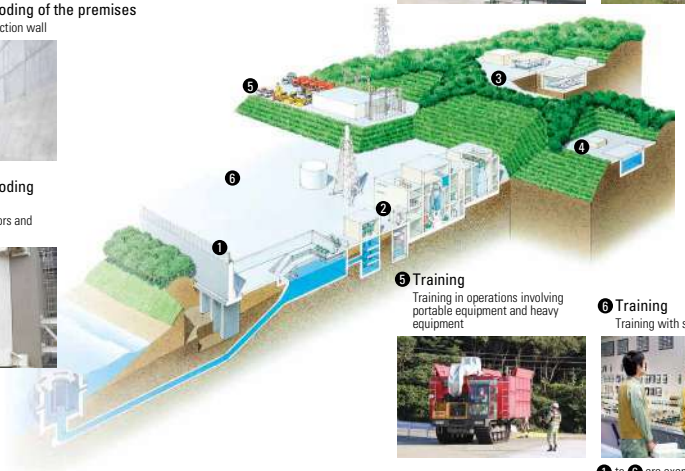
To address risks before they materialize, it is important that we heighten our awareness and enhance our attitude toward taking improvement actions. As one effort to increase an ability to recognize risks on-site, we have "visualized" specific examples of points to focus and matters to be pointed out during on-site observations in each field, including work safety, maintenance and radiation safety. By utilizing these visualized examples, we are striving to improve our sensitivity to risks and instill and entrench risk management within the Chubu Electric Power Group.

Responses inside the power station (on-site measures)

We are strengthening diverse and overlapping measures for facilities in order to prevent accidents from occurring as well as being prepared when accidents occur and taking measures to strengthen our on-site response capabilities so that the facilities function effectively.

❶ Preventing the flooding of the premises
Installing tsunami protection wall

❷ Preventing the flooding of the buildings
Installing reinforced doors and watertight doors



❸ Securing alternative means of supplying power sources
Installing gas turbine generators for emergencies

❹ Securing alternative means of water injection
Installing emergency fresh water storage tanks

❺ Training
Training in operations involving portable equipment and heavy equipment

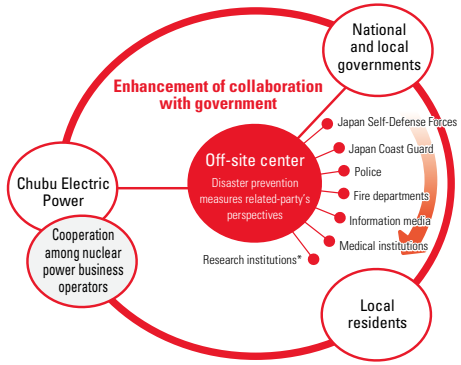
❻ Training
Training with simulators

❶ to ❻ are examples of our activities.

Responses outside the power station (off-site measures)

While we promote initiatives to reduce risks by strengthening governance, risk management, and facility countermeasures/on-site response capabilities, we still assume that risks will not disappear completely. Hence, we have been strengthening cooperation with national and local governments, relevant agencies, and nuclear power business operators to prepare for any nuclear disaster including the release of radioactive materials.

Efforts around power plants (off-site)



* Japan Atomic Energy Agency (JAEA), etc.

Collaborative drills with Omaezaki Coast Guard Office, Omaezaki City, Omaezaki City Fire Department and Kikugawa Police Station (September 2020)

Cooperation with Tokyo Electric Power Company Holdings, Inc. and Hokuriku Electric Power Company (receiving evaluators for comprehensive training) (March 2021)

Collaboration and cooperation with Omaezaki City, Makinohara City, Kakegawa City and Kikugawa City

Chubu Electric Power has entered into a three-party agreement of ensuring the safety of persons requiring evacuation assistance* with Omaezaki City and Makinohara City and a similar agreement individually with Kakegawa City and Kikugawa City and has been strengthening mutual cooperation through joint training with local governments.

* Elderly and other persons who cannot evacuate on their own and need assistance

Drills to transport persons requiring evacuation assistance in collaboration with Shizuoka Prefecture and Omaezaki City at the Shizuoka Prefecture Nuclear Disaster Drills (January 2020)

Drill to set up radioprotective air shelters used as a temporary evacuation shelter for persons requiring evacuation assistance in collaboration with Omaezaki City (March 2021)

TOPICS

Explaining our initiatives concerning safety measures at various opportunities

The Hamaoka Nuclear Power Station's safety measures have been subject to a periodic inspection and verification by Shizuoka Prefecture and Omaezaki City since November 2011. This activity has been conducted 104 times as of June 2021 and is covering such matters as tsunami-resistant construction and other countermeasure projects that have been added under the new regulatory standards.

We also explain the status of our safety measures at the Hamaoka Nuclear Power Station at meetings of the Shizuoka Disaster Prevention and Nuclear Power Academic Conference hosted by Shizuoka Prefecture to disseminate relevant information to citizens.

Inspection by Shizuoka Prefecture and Omaezaki City on tsunami-resistant and other countermeasure work projects (April 2021)

Explaining safety measures at the Hamaoka Nuclear Power Station at a meeting of the Shizuoka Disaster Prevention and Nuclear Power Academic Conference (January 2018)

Strengthening risk communication

By utilizing various opportunities, we explain our efforts made at the Hamaoka Nuclear Power Station. At the same time, we conduct ongoing activities to listen to the voice of local residents and respond earnestly to their concerns, questions, and opinions.

Power station tours

We host tours of the Hamaoka Nuclear Power Station for local residents and companies in the areas around the power station to explain a mechanism of nuclear power generation and other related topics and provide an opportunity for them to actually see the station's safety improvement measures on-site.

Opinion-exchange meetings and briefings

We hold opinion-exchange meetings with local residents in the areas around the power station to talk about questions and concerns about nuclear power generation and other matters of interest in a group work format to deepen mutual understanding. We also provide briefings on the latest status of the power station at meetings of local residents' associations and other occasions.

Power plant "caravans"

We hold briefing sessions in shopping centers and at local events held in the areas around the power station for the purpose of providing explanations to local residents about the need for nuclear power generation and the measures of safety improvement at the power station and hearing opinions of them.

We had conducted an activity to visit and hold dialogues with each of the local residents living in the areas around the power station since 2014. This activity is temporarily suspended from the viewpoint of preventing the spread of COVID-19.

Under the pandemic, we are strengthening our ability to disseminate information via leaflets distributed by direct mail and with newspaper, and at the same time, increasing two-way communication using certain media, for example by soliciting customers' opinions through questionnaire surveys.

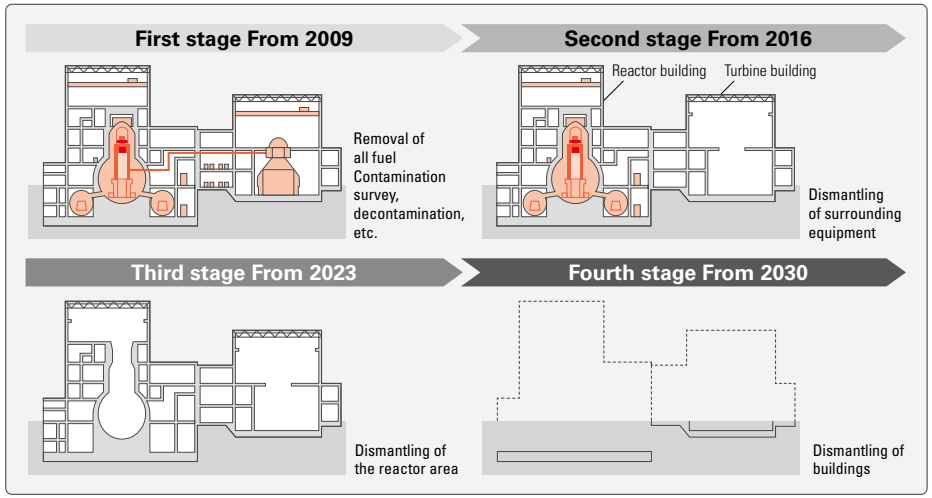
Leaflet distributed via direct mail

Progress status of the decommissioning of Hamaoka Nuclear Power Station Units 1 and 2

As the second stage of decommissioning of Units 1 and 2 of the Hamaoka Nuclear Power Station, we have been conducting the dismantling of surrounding equipment, in particular, the dismantling of the equipment in the turbine building. In the third stage, decontamination of the reactor* will be conducted as preparation to dismantle the reactor area.

We will continue to treat safety as our highest priority and steadily proceed with the decommissioning process as the leader in Japan's first decommissioning of a commercial light-water reactor.

* Task of removing radioactive substances from within the reactor using chemicals


First stage From 2009
Removal of all fuel Contamination survey, decontamination, etc.
Second stage From 2016
Reactor building
Turbine building
Dismantling of surrounding equipment
Third stage From 2023
Dismantling of the reactor area
Fourth stage From 2030
Dismantling of buildings

TOPICS

Project for geological disposal of high-level radioactive waste

In the reprocessing of spent nuclear fuels from nuclear power generation, 5% that remains after recovering reusable materials becomes liquid high-level waste. It then undergoes the vitrification process and becomes high-level radioactive waste that requires geological disposal. The Nuclear Waste Management Organization of Japan (NUMO), leading the effort of geological disposal of radioactive waste, initiated a literature survey in November 2020 in Suttsu-cho and Kamoenai-mura, both in Hokkaido. As we have a basic responsibility regarding this matter as a generator of high-level radioactive waste, Chubu Electric Power has been working with the national government and NUMO and accordingly undertaking activities, such as proactively disseminating relevant information.

* For details, please visit NUMO's website.

Business Activities

Chubu Electric Power Miraiz Co., Inc.

Provide various services along with energy

CHUBU
Electric Power Miraiz

Risks

- Intensification of competition with new and other power supply companies
- Sluggish electricity demand due to declining population, slowdown in economic growth, and other factors

Opportunities

- Rising customer needs for a wide variety of services
- Strong social demand for a carbon-free society
- Changes in lifestyles and the social landscape as a result of the new coronavirus (COVID-19) outbreak

Efforts

- Acceleration of energy sales (electricity and gas)
- Provision of new services that will enrich the lives of the customers and solve business issues
- Provision of a triad of services to realize a carbon-free society

Targets

Electrical energy sold (entire Group)	Gas and LNG sold (entire Group)
[FY2020]	[FY2020]
117.1 Twh	1,110 thousand tons
[Second half of the 2020s]	[Second half of the 2020s]
130.0 TWh per year	3,000 thousand tons per year

Based on the connections with customers, Chubu Electric Power Miraiz will provide new value that will “enrich the lives of the customers” and “solve business issues.”

Ootani Shinya
President & Director
Chubu Electric Power Miraiz Co., Inc.

The environments surrounding customers and society are radically changing as technologies including AI and IoT advance, and momentum increases towards the realization of a carbon-free society. Based on the connections it has built with customers by delivering electricity and gas, Chubu Electric Power Miraiz will provide new services that will “enrich the lives of the customers” and “solve business issues” while seeing these changes as opportunities. Furthermore, Chubu Electric Power Miraiz will move ahead and work together with its customers to realize a carbon-free society by expanding the installation and use of renewable energy and delivering services such as energy saving services by switching to electricity.

Vision of Chubu Electric Power Miraiz

precious energy along with “delivering” services that benefit our customers every day

“getting close” to the daily lives and businesses of each customer

“connecting” people to people and people to community in new ways

Realize a “comprehensive service company” that delivers “new value” in people’s daily lives and business

Main Initiatives

Enrich the lives of the customers

For households

Provide life services tailored to each life stage

- Established Chubu Electric Power Miraiz Connect to provide comprehensive lifestyle services while focusing on monitoring the wellbeing of the elderly, supporting childrearing, food, and health

中部電力ミライズ コネクト

Provide the services that increase the added value of energy sales

- A lineup that packages electricity and gas (Amazon Prime)
- KatEne (household energy), a service for the homes of website members
  – Holding of KatEne (Household Energy) Appreciation Festival

カテエネ感謝祭

Solve business issues

For businesses

Deepening energy solutions

- Propose energy-saving solutions and integrated development solutions centered on electrification
- Propose demand response lineup utilizing renewable energy (Energy Activation)

Toward the realization of a carbon-free society

Provide services related to decarbonization and low carbon in our triad (“Energy Saving”, “Energy Creation”, “Energy Activation”)

Procurement / sales in the Tokyo metropolitan area

Competitive and flexible energy procurement

Expand sales in the Tokyo metropolitan area, acting mainly through CD Energy Direct

CD Energy Direct

Examples of main initiatives (a triad of services)

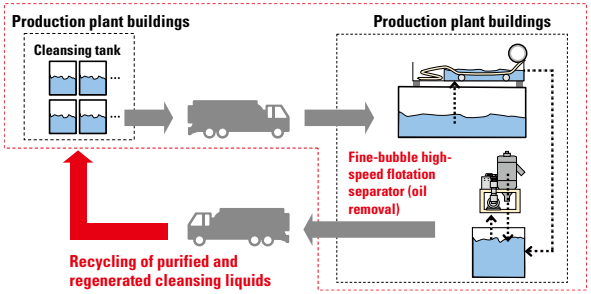
Energy saving

Proposal promoting energy conservation and electrification using solution technology

Solution activity: Won the Energy Conservation Grand Prize FY2020 Double Awards

Case 1 [Toyota Motor Corporation]

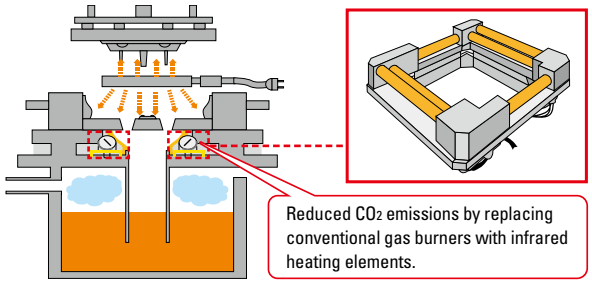
Realizes zero energy consumption in the waste liquids treatment process


Production plant buildings
Cleansing tank
Production plant buildings
Fine-bubble high-speed flotation separator (oil removal)
Recycling of purified and regenerated cleansing liquids

Development and operation of purification and regeneration system for cleansing liquids

Case 2 [Suzuki]

Energy savings during low pressure casting processes



Realized energy savings and reduced heating times by introducing infrared heaters

Energy creation

Services for the generation of renewable energy in households, factories, stores and other locations

中電 Looop Solar

Established a company that provides services centered on solar power generation together with Looop (10/2020)
Installed solar power generation facilities on this customer’s buildings and deployed a service enabling the customer to use this generated electricity.

ZERO ROOFS

Energy activation

Provision of systems and services facilitating the use of energy

Services for local production for local consumption of renewable energy such as “Shinshu Green Electricity”
The service allows you to support the use of renewable energy in Nagano by choosing a billing plan that includes electric power generated by the hydroelectric power plants operated by the Nagano Prefecture Enterprise Bureau.

信州 Green でんき

Chubu Electric Power Grid Co., Inc.

Providing electric power network services

CHUBU
Electric Power Grid

Risks

- Intensification of natural disasters
- Sluggish electricity demand due to declining population, slowdown in economic growth, and other factors
- Complicated flow of electricity as a result of the mass connection of renewable energy

Opportunities

- Increasing needs for renewable energy to realize a carbon-free society
- Emergence of a new supply model where local production and consumption of electricity will occur with small-scale distributed power supplies
- Advanced technology such as IoT and AI
- Diversifying needs in relation to energy as a result of digitalization

Efforts

- Ensuring stable supply and public safety at a higher level
- Preparation of the environment to accommodate the introduction of renewable energy
- Reasonable facility formation that is matched with changes in demand–supply structure
- Reduction of environmental load throughout business operation
- Reinforcement of business base toward the improvement of management efficiency

Targets

Reliability of supply

- Become a leading company both within Japan and worldwide with regard to providing stable electricity supply (Maintain the lowest level of frequency and duration of power outage per customer)

Wheeling fees

- Realizing Japan's best wheeling price in each voltage class

As an entity that supports the stable supply of energy, we ensure our customers' safety and security and live up to customers' trust and expectations to contribute to the development of regional communities.

Ichikawa Yaoji
President & Director
Chubu Electric Power Grid Co., Inc.

This year Chubu Electric Power Grid developed its vision for 2050, which describes our contribution to the realization of a carbon-free society and the ideal image of community. We will work steadily to realize this vision.

As an entity that supports the stable supply of energy, we prepare for more serious natural disasters, enhance cooperation with local governments, share information with customers and strengthen resilience in collaboration with other general power transmission and distribution business operators. In addition, we appropriately respond to the diverse changes happening in different regions, including changes in the social environment and people's lifestyles as influenced by the low birthrate, the aging population and the COVID-19 pandemic. We are also responding to the increasing complexity of the flow of electricity due to the large-scale introduction of renewable energy. We provide services that deliver safety and security in local communities using the resources we posses to earn their trust and respond to their expectations.

Vision of Chubu Electric Power Grid

Deliver safety and security through the stable supply of electricity

The ideal Energy Platform we are working to create

- Establishment of a high-quality grid that is disaster-resilient and efficiently provides electricity
- Visualization of value and construction of a base for the value exchange related electricity

Our ideal contribution to the realization of future local communities

- Contribution to the achievement of livable local communities that ensure safety and security through services based on both owned and external resources

Main Initiatives

Initiatives for maximizing the use of renewable energy power sources

Bulk Transmission System

Well-Balanced Facilities Formation

The flow of electricity in bulk transmission systems is expected to change significantly owing to the introduction of large-scale power sources in areas suited to renewable energy and to the ceasing and discontinuation of low-efficiency thermal power. For bulk transmission systems that require a long time to construct equipment, we will reduce capital investment and steadily accept renewable energy with an eye toward the future by promoting well-balanced facilities formation.

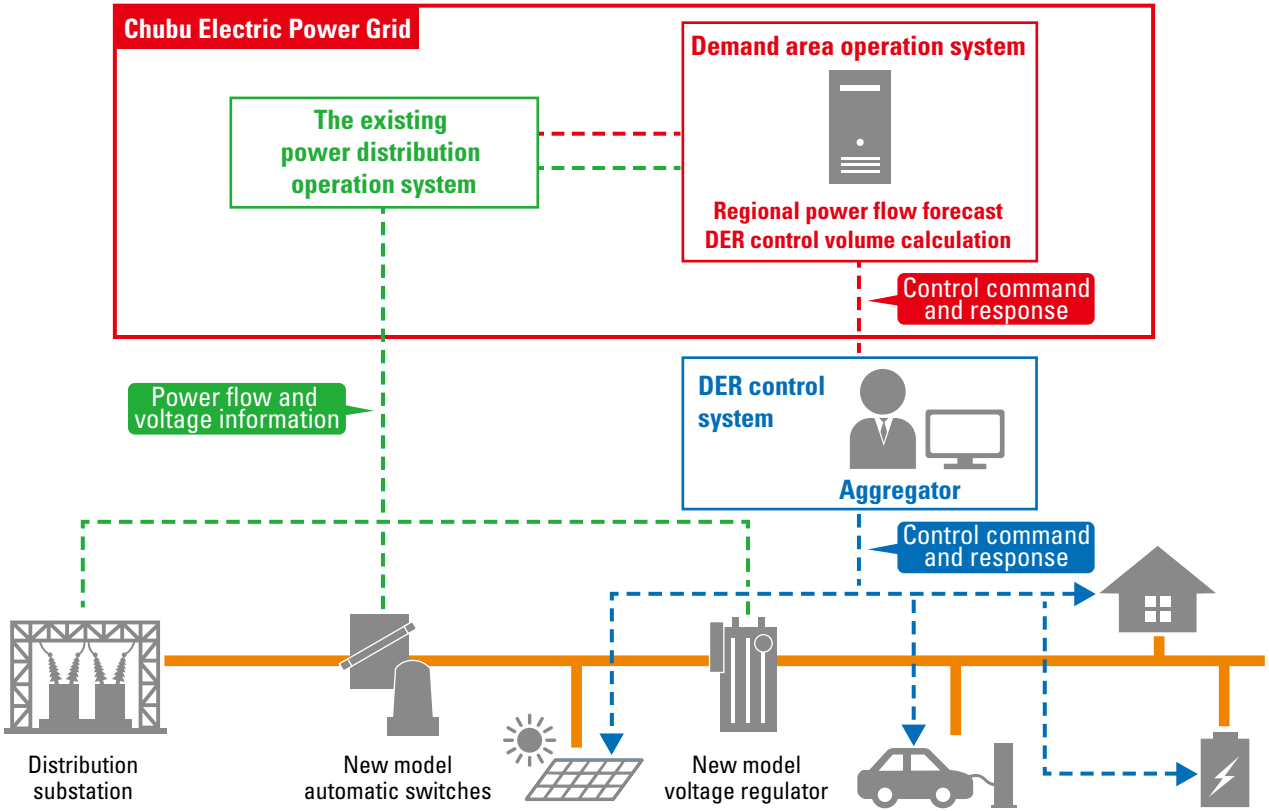
Demand Area Distribution System

Building and operating facilities based on advanced technology

We aim for rational formation and operation of facilities on a region-by-region basis utilizing advanced technology including ICT and IoT and sophisticating demand area distribution systems in responding to the increasing complexity of the flow of electricity arising from the large-scale introduction of renewable energy and the popularization of electric vehicles. Achieving this will enable us to coordinate renewable energy sources quickly and rationally to contribute to the realization of a carbon-free society.

Examples of main initiatives

Consideration for demand area system



Customer cooperation in the adjustment of electric power using distributed energy resources (DER) including solar power generation, storage batteries, and electric vehicles will aid reasonable facility formation and operation. Our goal is to build infrastructure and a system capable of achieving this.

Specifically, we are establishing a customer cooperation framework and connections with a DER control system to work as an aggregator controlling the DER owned by customers, and building a demand area distribution operation system capable of predicting regional power flow using our power flow/voltage information and weather information.

Renewable Energy Company

Development and popularization of renewable energy and power generation business based on renewable energy sources

CHUBU Electric Power

Risks	Opportunities
• Competition with other power producers • Intensification of natural disasters	• Rising social interest toward the realization of carbon-free society • The national government's Green Growth Strategy Through Achieving Carbon Neutrality in 2050 • Expansion of business opportunities by establishing new exchange markets

Efforts

Accelerated development of renewable energy power sources

- Medium term: New establishment of hydroelectric power, biomass, land-based windpower, and solar power stations
- Long term: Development of offshore wind power and geothermal technologies

Continued effective utilization and proper facility management of existing power sources

- Increase the power generation output
- Facility-related safety measures for power sources stations involving public disaster risk

Targets

Ensuring the development of new power sources (Operations commenced)

- FY2021: Ichishiro Hydroelectric Power Station (Shizuoka), Kurokawadaira Hydroelectric Power Station (Nagano), Yonago Biomass Power Station (Tottori)
- FY2022: Seinaiji Hydroelectric Power Station (Nagano), Godo Biomass (Gifu), Akita Port Offshore Wind Power Station and Noshiro Port Offshore Wind Power Station (Akita), Atsumi Wind Power Station (Aichi)
- FY2023: Aichi Gamagori Biomass Power Station (Aichi), Omaezaki Port Biomass Power Station (Shizuoka), Kamisu Biomass Power Station (Ibaraki), Minokamo Biomass (Gifu)
- FY2024: Abekawa Hydroelectric Power Station (Shizuoka), Yatsushiro biomass (Kumamoto)
- FY2025: Uchigatani Hydroelectric Power Station (Gifu)

Expansion of renewable energy (Development)

- 2,000 MW or more of development by around 2030

We contribute to increasing the energy self-sufficiency rate and the realization of a carbon-free society through the accelerated development of renewable energy power sources and the effective utilization of existing power sources.

Suzuki Hideya
President
Renewable Energy Company

The Renewable Energy Company has clarified its functions and authorities to accelerate decision-making and placed the new Project Promotion Department in charge of the development, operation, and administration of wind, solar, biomass, and geothermal power sources to continue accelerating the use of new power sources.

In the development of new power sources, to achieve the target of "development of 2,000 MW or more around 2030," we began to operate the Yokkaichi Biomass Power Station. In addition, we decided to go forward with four development projects in FY2020 including the Godo Biomass and Yatsushiro biomass facilities. We work to achieve goals by seeking out sites both within and outside of the area by leveraging the advanced technological skills held by the Group, and commercializing competitive development projects with all of our domestic and foreign partners.

We are contributing to the realization of a carbon-free society through our continual increase of our power generation output to ensure the maximum utilization of existing power facilities' capacities.

Renewable Energy Company's Mission and Vision

Mission

- Work in unison as a group in developing 2,000 MW or more by around 2030
- Contribute to improving the non-fossil fuel ratio and making renewable energy sources the mainstay of energy sources
- Realize stable and inexpensive power generation

Initiatives

- Steady development and promotion of renewable energy projects
- All measures such as strategic investment
- Maximize the use of existing facilities

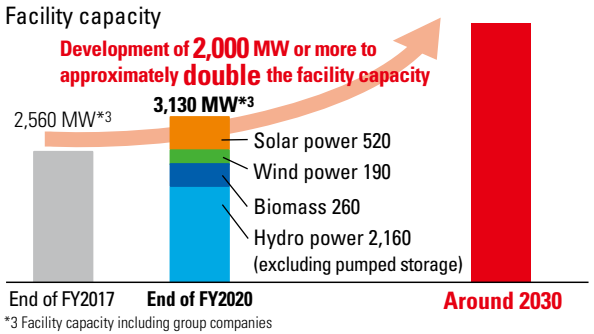
Vision
A leading company in the renewable energy business
• Work in unison as a Group in developing 2,000 MW or more by around 2030
• Contribute to improving the non-fossil fuel ratio and make renewable energy sources the mainstay of energy sources
• Realize stable and inexpensive power generation
• Steady development and promotion of renewable energy projects
• Take all measures such as making strategic investments
• Maximize the use of existing facilities
Business growth
Realization of a carbon-free society

Main Initiatives

Power source development to reach 2,000 MW

- With regard to renewable energy, the whole Group is working together with the goal of developing 2,000 MW or more by around 2030.
- At present, the output based on equity ownership*1 of the entire Group is approximately 570MW, which is about 29% progress*2 versus the target.
- We will actively pursue the development and expansion of ownership of solar power in the short term, hydro power, biomass, on-land wind power in the medium term and offshore wind power and geothermal power in the long term, not only in supply areas but also throughout the whole country. In this way, we will aim to improve energy self-sufficiency in Japan and achieve a carbon-free society.

*1 Includes projects for which a decision on development has already been made but operations have not started.
*2 Progress from the end of FY 2017 to June 30, 2021



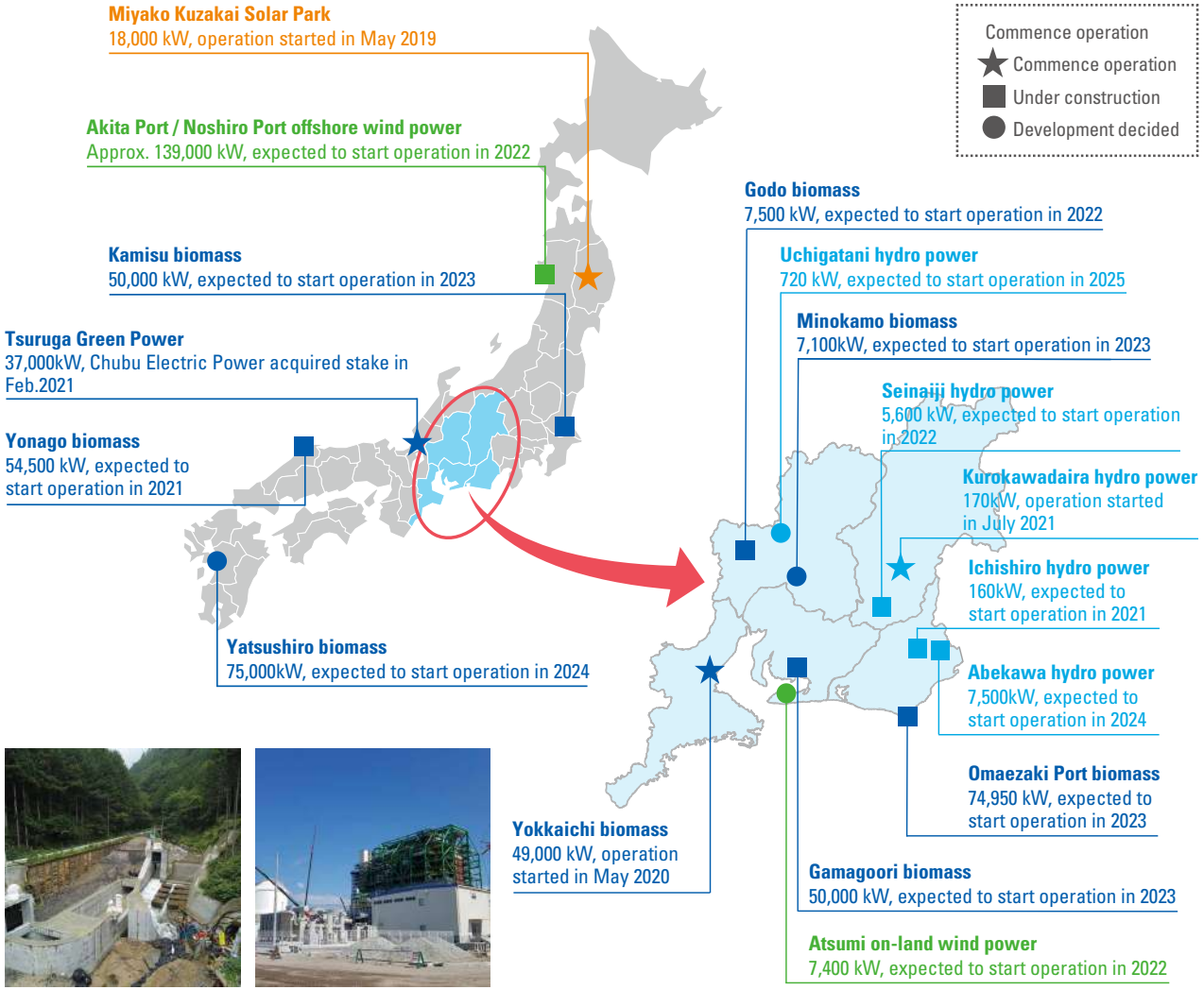
*3 Facility capacity including group companies

Maximize the Value of Management Resources

We own 191 hydroelectric power plants (excluding pumping water) in the Chubu region (As of March 31, 2021). We strives to increase power generation capacity by reviewing the optimum power generating facilities in accordance with river flow conditions at the time of facility renovation, reducing the time period for suspending power generation during inspection and construction work, and raising the operating water level of the dam.

Examples of main initiatives

Main recent development sites


Commence operation
Commence operation
Under construction
Development decided
Miyako Kuzakai Solar Park
18,000 kW, operation started in May 2019
Akita Port / Noshiro Port offshore wind power
Approx. 139,000 kW, expected to start operation in 2022
Kamisu biomass
50,000 kW, expected to start operation in 2023
Tsuruga Green Power
37,000kW, Chubu Electric Power acquired stake in Feb.2021
Yonago biomass
54,500 kW, expected to start operation in 2021
Yatsushiro biomass
75,000kW, expected to start operation in 2024
Godo biomass
7,500 kW, expected to start operation in 2022
Uchigatani hydro power
720 kW, expected to start operation in 2025
Minokamo biomass
7,100kW, expected to start operation in 2023
Seinaiji hydro power
5,600 kW, expected to start operation in 2022
Kurokawadaira hydro power
170kW, operation started in July 2021
Ichishiro hydro power
160kW, expected to start operation in 2021
Abekawa hydro power
7,500kW, expected to start operation in 2024
Omaezaki Port biomass
74,950 kW, expected to start operation in 2023
Gamagoori biomass
50,000 kW, expected to start operation in 2023
Atsumi on-land wind power
7,400 kW, expected to start operation in 2022
Yokkaichi biomass
49,000 kW, operation started in May 2020

Seinaiji hydro power (current status)

Yonago biomass (current status)

(As of August 31, 2021)

JERA Co., Inc.

(Affiliate accounted for under the equity method)

From upstream fuel business and procurement through power generation and wholesaling of electricity and gas

jera

Risks	Opportunities
• Escalating climate change • Decarbonization • Increasing electric power and gas sales competition • Grid destabilizes (Renewable energy expansion)	• Energy demand growth in Asia • Shift to gas • Renewable energy innovation • Increasing electric power and gas sales competition • Creation of markets and introduction of systems • Digitization accelerates • Actions to achieve thermal power with zero CO_2 emissions

Efforts

- Strengthen domestic power source portfolio through replacement (LNG thermal power generation)
- Gas-to-Power (LNG sales channel expansion)
- Flexible Supply Source (LNG assurance)
- Trading business scope/opportunity expansion
- Introduce JERA-way O&M to all own thermal power plants and achieve enhanced agility and operational efficiency
- Large-scale renewable energy (Offshore wind power)

Goals in 2025

Consolidated Net Profit JPY200 billion Credit Rating of A-grade or higher

- Develop domestic replacement: 7–9GW (5 to 7 sites)
- Win Gas to Power project
- LNG fleet: Around 25 vessels
- Equity output of renewable energy: 5GW
- LNG transaction volume: Around 35 MTPA
- Operation/maintenance of power plants: Equivalent to 80GW globally
- Reduce O&M cost by 20% (vs. current TEPCO/Chubu)
- Shorten the time needed for regular inspection: –50%

Integration Synergy Effect

JPY **100** billion/Year

within 5 years from integration

Synergy in FY2020

Approx. **45** billion yen

Creating a global business entity and enhancing competitiveness with the aim of achieving a balance between a stable, economical energy supply and improved corporate value.

JERA ensures the optimal operation of the fuel and thermal power supply chain it owns, ranging from upstream fuel businesses (the development of gas fields and other businesses) to fuel transportation and storage (fuel terminal operation) to power generation and wholesaling and the effective use of its scale advantages for the efficient operation of the thermal power generation business.

To achieve its mission, "To provide cutting edge solutions to the world's energy issues," and its vision of becoming a, "Global leader in LNG and renewables, sparking the transition to a clean energy economy," JERA is engaged in many businesses including the Taiwan offshore wind power station business and the Bangla gas-fired power business.

Since publishing JERA Zero Emission 2050 in October 2020, JERA has been working to practically eliminate CO_2 emissions stemming from its domestic and international businesses by 2050.

TEPCO Fuel & Power — Investment ratio: 50%

CHUBU Electric Power — Investment ratio: 50%

jera

Taking Energy into a New Era.

Mission

To provide cutting edge solutions to the world's energy issues

Vision

Global leader in LNG and renewables, sparking the transition to a clean energy economy

Toward the realization of JERA Zero CO_2 Emissions 2050

JERA Zero CO_2 Emissions 2050 challenges us to achieve effectively zero CO_2 emissions from our domestic and international businesses by 2050, and we have adopted a three-pronged approach toward achieving this goal.

1 Complementarity between renewable energy and zero CO_2 emission thermal power generation

JERA will achieve Zero CO_2 emissions through a combination of renewable energy and zero CO_2 emission thermal power generation. The adoption of renewable energy is supported by thermal power generation capable of generating electricity regardless of natural conditions. JERA will promote the adoption of greener fuels and pursue thermal power that does not emit CO_2 during power generation.

2 Establishment of roadmaps suitable for each country and region

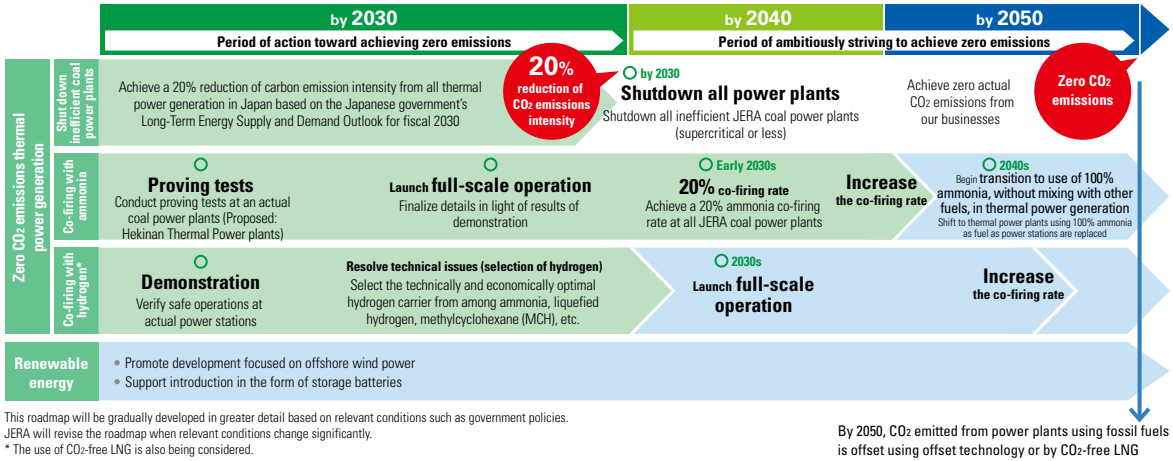
Zero CO_2 emissions will be achieved by establishing roadmaps that show optimal solutions for each country and region. Since the energy situation is different for each country and region-such as the presence of regional transmission lines or pipelines and the types of renewable energy that could be adopted-JERA will work with stakeholders on a country and regional basis to establish roadmaps. We have developed a roadmap for our business in Japan and will extend this approach to other countries and regions.

3 Smart transition

Zero CO_2 emissions will be achieved through a combination of technologies that are available and reliable at the time adoption decisions are made, lowering technical risk and smoothing the transition to a green society.

* "JERA Zero CO_2 Emissions 2050" is premised on steady advances in decarbonization technology, economic rationality, and consistency with government policy. JERA is developing its own decarbonization technologies and taking the initiative to ensure economic rationality.

JERA Zero CO2 Emissions 2050 Roadmap for its Business in Japan


by 2030
Period of action toward achieving zero emissions
by 2040
Period of ambitiously striving to achieve zero emissions
by 2050
Zero CO2 emissions thermal power generation
Shut down inefficient coal power plants
Achieve a 20% reduction of carbon emission intensity from all thermal power generation in Japan based on the Japanese government's Long-Term Energy Supply and Demand Outlook for fiscal 2030
20% reduction of CO2 emissions intensity
by 2030
Shutdown all power plants
Shutdown all inefficient JERA coal power plants (supercritical or less)
Achieve zero actual CO2 emissions from our businesses
Zero CO2 emissions
Co-firing with ammonia
Proving tests
Conduct proving tests at an actual coal power plants (Proposed: Hekinan Thermal Power plants)
Launch full-scale operation
Finalize details in light of results of demonstration
Early 2030s
20% co-firing rate
Achieve a 20% ammonia co-firing rate at all JERA coal power plants
Increase the co-firing rate
2040s
Begin transition to use of 100% ammonia, without mixing with other fuels, in thermal power generation
Shift to thermal power plants using 100% ammonia as fuel as power stations are replaced
Co-firing with hydrogen*
Demonstration
Verify safe operations at actual power stations
Resolve technical issues (selection of hydrogen)
Select the technically and economically optimal hydrogen carrier from among ammonia, liquefied hydrogen, methylcyclohexane (MCH), etc.
2030s
Launch full-scale operation
Increase the co-firing rate
Renewable energy
• Promote development focused on offshore wind power
• Support introduction in the form of storage batteries

This roadmap will be gradually developed in greater detail based on relevant conditions such as government policies.
JERA will revise the roadmap when relevant conditions change significantly.
* The use of CO_2-free LNG is also being considered.

By 2050, CO_2 emitted from power plants using fossil fuels is offset using offset technology or by CO_2-free LNG

JERA Environmental Target 2030 for its Business in Japan

JERA is actively working to reduce CO_2 emissions. In its domestic operations, JERA will achieve the following by **FY2030**:

- **Shut down all inefficient (supercritical or less) coal power plants** and conduct **demonstration tests of mixed combustion with ammonia** at high-efficiency (ultra-supercritical) coal power plants.
- Promote the development of renewable energy centered on offshore wind power projects and work to further improve the efficiency of LNG thermal power generation.
- Reduce carbon emission intensity of thermal power plants by 20% based on the long-term energy supply-demand outlook for FY 2030 as set by the government.

TOPICS

Start of the ammonia co-firing demonstration project

The New Energy and Industrial Technology Development Organization (NEDO) decided to subsidize JERA's demonstration project with the goal of assessing the heat absorption characteristics of boilers and the environmental load characteristics of exhaust gases and other emissions for the establishment of carbon-ammonia co-firing technology. The plan is to co-fire Unit 4 (power generation output: 1 GW) at Hekinan Thermal Power Station in FY2024 using 20% ammonia. It will be the first demonstration project in the world co-firing such a large amount of ammonia in a large-scale commercial coal-fired power plant.

Practice of Environmental Management

The Chubu Electric Power Group will practice appropriate environmental management, and each and every one of our employees shall exercise discipline and act in an environmentally conscious manner. We will contribute to the sustainable development of society through implementation of initiatives in all aspects of energy value chain aiming to achieve a carbon-free and recycling-oriented society that is in harmony with nature.

To accelerate these initiatives, we revised the Chubu Electric Power Group Basic Environmental Policy in March 2021.

Chubu Electric Power Group Basic Environmental Policy (Extract)

Realization of a carbon-free society

We Will Aim to Realize a Carbon-Free Society

* For contributions to the realization of a carbon-free society, see page 19.

Coexistence with nature

We Will Strive to Coexist with Nature

- To protect our rich natural environment, we will take into account ecosystem biodiversity and water resources sustainability as we conduct our business activities.

Realization of a recycling-oriented society

We Will Aim to Create a Recycling Society

- We will work to reduce our consumption of resources and strive to minimize disposal volume by reducing waste as well as reusing and recycling resources.

Increased environmental awareness

We Will Endeavor to Raise Environmental Awareness

- We will enhance communication about the environment and energy with members of the community.
- We will train personnel so that they take the initiative to act in an environmentally-conscious manner and contribute to society.

* For initiatives increasing environmental awareness, see page 50, "Coexistence with Local Communities."

Web Chubu Electric Power Group Basic Environmental Policy

Web Environmental Initiatives of Chubu Electric Power Group (Japanese version only)

Biodiversity-conscious business activities

We carry out biodiversity-conscious business activities. For example, our ecosystem-friendly operations at construction sites and green area development at the power plants in harmony with local communities.

- Development of technology for the protection of endangered species: We have worked to understand the biology and physiology of endangered species to protect the endangered species peculiar to the regions we operate within and that have been confirmed to live on the lands that we own and in the areas surrounding electric facilities. We have established technologies to enable Viola thibaudieri, Yoania flava K.Inoue & T.Yukawa, and, more recently, Aconitum kiyomiense Kadota to thrive.

Aconitum kiyomiense Kadota

Business activities in consideration of water resources sustainability

Water resources are essential to our business activities. We work to ensure proper consideration of water resources sustainability in our business activities.

- Forest preservation activities including the protection of watershed forests: We are engaged in activities to preserve Uchigatani Forest and other forests.
- The appropriate use of water in dam operations: We work to ensure the cleanness of the running water in rivers and steams to ensure the conservation of riverine environments, for instance, we control water turbulence in our generation of hydroelectric power and manage flow discharge.
- Proposals enabling customers to conserve resources: We developed RaFloM-HE*, an ultrafast fine-bubble flotation separator capable of reducing water consumption and discharge. We are promoting our customers' introduction of RaFloM-HE, particularly our industrial customers. (The device also reduces CO_2 emissions and waste.)

*The device uses fine bubbles (as small as 0.1 to 0.01 mm in diameter) to purify waste fluids used when washing automobile components.

- Water conservation in offices and increased employee awareness of water conservation: We are engaged in water-conserving initiatives using hygiene equipment (e.g., water-conserving toilets and taps with a human-presence sensor) and disclose the amount of water used per employee.

Business activities for the realization of a recycling-oriented society

We work to minimize the waste we dispose by reducing the resources we consume, reducing waste, and promoting the reuse and recycling of resources.

- Recycling rate of industrial and other waste: We have worked to recycle more industrial waste, recycling 95% or more of the waste we create.
  Recycling rate: 97.2% (FY2020)
- Effective use of waste: Chuden Wing Co., Ltd. developed Mokudama, an original, environmentally friendly ball-like plant pot made from fine driftwood chips collected at Yasuoka Dam, Eco-Cement, and coal ash from JERA's Hekinan Thermal Power Station. Chuden Wing employees with intellectually disabilities carefully and energetically make the Mokudama by hand.
- The green procurement rate of consumable office supplies: We worked to increase our green procurement of consumable office supplies.
  Green procurement rate: 99.1% (FY2020)

Mokudama

Coexistence with Local Communities

Social contribution activities

In accordance with the Basic Corporate Citizenship Policy we are engaged in many different activities focusing on four fields: Ensuring safety and security in local communities, environmental preservation, education of the next generation, and cultural and sport activities.

Education of the next generation

- **Holding On-demand classes**

We hold On-demand classes as part of our support for the education of children that will lead the next generation. Our employees and the staff of The Electricity Museum visit elementary and junior high schools to teach about the mechanisms that generate power and the importance of energy and environmental preservation through experiments and quizzes. We have produced videos that can be used for school classes and home learning. They are available on our website.

- **Enabling workplace experiences and facility visits**

Learn about roles and tasks in our business offices, power plants, and substations by visiting them.

- **Operation of the Electricity Museum**

The museum is a plaza for enjoyably learning about science and electricity. It is a base for the sharing of information about science, electricity, energy, and the environment.

Industry-academia collaboration activities

Our group, as a whole, promotes ESG management which is an ongoing part of the improvement of corporate value. We are proactively engaged in industry-academia collaboration to build and maintain relationships of trust with community members and to enable the sustainable development of local communities in the Chubu Region where our business is based.

Major universities with comprehensive agreements for industry-academia collaboration

- Mie University (September 2005)
- Meijo University (March 2020)
- Gifu University (March 2021)

Major universities cooperating in research/ we lecture at

- Aichi University of Education
- Keio University
- University of Shizuoka
- Shizuoka Sangyo University
- Shizuoka University
- Toyohashi University of Technology
- Nagoya University
- Hamamatsu University School of Medicine
- Fujita Health University
- Mie University

Dialogue between the Chairman of the Board of Directors and an External Director

Katsuno Satoru, Chairman of the Board of Directors, and Kurihara Mitsue, Director (external)

The role of the board of directors in supporting the transformation of the Chubu Electric Power Group's business model

FY2020 was a year that saw the Chubu Electric Power Group make significant strides in transforming its governance structure, which included spinning off businesses. Under this new operating structure, the Group is working to reform its business model for the purpose of realizing its management vision. Katsuno Satoru, Chairman of the Board of Directors, and Kurihara Mitsue, Director (external), discussed the role of the Board of Directors in supporting this transformation.

Toward further improvements in governance

Katsuno: The social structure is being dramatically reshaped by accelerating initiatives toward digital transformation (DX) and decarbonization as well as by the permeation of new lifestyles such as new ways of living and work styles accompanying the spread of COVID-19. Under such circumstances, the Chubu Electric Power Group has expressed its intention to contribute to the realization of a "safe, secure, and resilient society" by providing a Community Support Infrastructure that delivers a package of resilient and optimal energy services and data services that enhance convenience and enrich lives.

To respond accurately to changes in the business environment, achieve sustainable growth for the entire Group, and improve corporate value, Chubu Electric Power implements a governance system under which it has reduced the number of directors from 12 at the end of FY2019 to nine directors in June 2020, three of whom are external directors. In doing so, we increased the ratio of external directors to one-third.

It has been one year since Ms. Kurihara assumed the duties of director in 2020. I would like to ask you your frank opinions regarding the Chubu Electric Power Group's governance system.

Kurihara: One year has already passed since I became a director of Chubu Electric Power. Including external directors and external corporate auditors, I truly feel we possess a diversity of experiences, knowledge, and expertise that allows us to undertake multidimensional discussions. Katsuno Satoru, Chairman of the Board of Directors, and Hayashi Kingo, Company president who serves as top executive, show deep respect for the comments of each member of the Board of Directors and this makes it easier for us to exchange various opinions and engage in constructive discussions.

A common feature of all members of the Board of Directors is a shared sense of crisis about the future, or more specifically, that the Group must evolve and create new value in step with the dramatic changes unfolding in the business environment. I believe it is highly commendable that the Board of Directors exchanges opinions from a diversity of perspectives utilizing the specialized knowledge of each member.

Katsuno: Thank you for your favorable assessment. I am fortunate to be able to receive numerous diverse opinions from board members after they have very enthusiastically examined future changes in the business environment utilizing their respective standpoints and experience. This makes discussions at the Board of Directors so lively that sometimes it is hard for me to keep time at the meetings as chairperson. On a different front, what are your thoughts on the Group's governance issues?

Kurihara: While pursuing optimum solutions in each business area by separating power generation, power

transmission/distribution, and sales into separate companies, I believe it is necessary to create a framework that will allow the Board of Directors of Chubu Electric Power Co., Inc., the holding company, to continually think about the overall optimization of the Chubu Electric Power Group from the perspective of the entire supply chain. The independence of each split-off company will increase with the passing of time. This means that ways must be devised to firmly establish mechanisms for communications among Group companies and for monitoring after-strategy planning.

Katsuno: I agree. I would like to see each operating company independently approach its respective business area. Alternatively, an extremely important factor will be the extent to which Chubu Electric Power, as the holding company, can monitor overall optimization.

Ms. Kurihara pointed out to me that "the energy business can be undertaken only when each and every employee plays his or her respective role, such as equipment operation, maintenance, and sales, and that employees are key stakeholders." As the business environment evolves significantly in each business domain going forward, I hope to engage in discussions upon extensively sharing the viewpoints and opinions of employees at the Board of Directors. This will help ensure that management and employees at the frontlines of each business can align their thinking.

Kurihara: Each division will think and act independently toward achieving goals if management clearly conveys its vision. I personally think that one of my valuable roles as an external director is to draw on my specialized knowledge and identify changes in the business environment and stakeholder opinions and internally communicate opinions that incorporate an outside perspective.

Chubu Electric Power's management issues as seen from a specialist field

Kurihara: From the perspective of finance, my field of expertise, Chubu Electric Power needs to further refine its investment management and financial strategies. In the past, Chubu Electric Power's investments were mainly for its own equipment. However, in view of the drastically evolving business environment as seen by moves toward carbon neutrality and digitization in addition to the deployment of Community Support Infrastructure, Chubu Electric Power will also have such options as investing in new companies or other existing companies, undertaking M&A activities, and forming alliances with other companies. These are difficult investments and involve risks unlike those of the past. I would like to personally contribute to the sophistication of Chubu Electric Power's investment management. This includes clarifying investment strategies and managing investment efficiency and even extends to exit strategies.

Decarbonization requires long-term and innovative investment. In view of this, I believe Chubu Electric Power must further deepen discussions at the Board of Directors regarding financial strategies in areas such as the financial foundation needed to prepare for various risks and the efficient circulation of funds required for new growth.

Katsuno: In new business fields, we have an array of options such as acquiring businesses through M&A, starting businesses by ourselves, or building our own facilities. Each of these options has corresponding risks and investment returns. The Board of Directors will also strive to appropriately manage these risks and investment returns across the Chubu Electric Power Group. The acquisition of Eneco, in the Netherlands, was achieved because we proposed to deploy in Europe the Community Support Infrastructure we are promoting in Japan.

Kurihara: M&A aims at achieving results that exceed

the sum of the digits, like adding one plus one to produce three or more, and it also buys time and resources. For this reason, post-merger integration (the integration process for maximizing synergies after executing the originally planned M&A) is crucial. With Eneco, at first I thought the objective was to learn about a business model being promoted in Europe. On the contrary, however, I learned that there are numerous instances where Japan's excellent systems are being introduced at partner companies. This type of M&A in particular generates mutual benefits.

Katsuno: Looking ahead, we must steadily allocate investments for carbon neutrality and digitization as new business fields. In the past, the Group's business format entailed collecting electricity-use fees from customers over long periods of time through our electric power business. In addition to this, we must now be able to reliably and chronologically manage the timing of investments and returns, including the certainty of these, in new business areas.

Foundations needing to be strengthened for sustainable growth

Katsuno: In the future it will be crucial to ensure the business model reforms now being discussed by management and the work style changes we plan to implement at the frontlines of business both function in unison in the same manner as rotating wheels on a vehicle.

Our "unwavering mission" is to deliver eco-friendly, energy safely and stably at an affordable price. Nevertheless, the way we execute this mission is changing dramatically. Flows of electricity will likely change significantly in step with the growing introduction of distributed power sources such as renewable energy. In response, we must change our facilities formation and operation methods as well as our control of electricity flows. In working to fulfill our mission, we are actively introducing the latest innovations in digital technologies while frontline employees are spearheading efforts to reform work operations. Ms. Kurihara, how do you view the foundation that needs to be strengthened for the sustainable growth of the Chubu Electric Power Group?

Kurihara: "Human resources development" and "dialogue with various stakeholders" are areas that need strengthening for sustainable growth. I would like to place particular value on diversity. A new source of value will be "collective wisdom." This involves diverse human resources gathering for discussions in responding to changes in a highly uncertain business environment. For this reason, I believe that promoting cross-Group human resources development and management strategies will become an important issue in the future.

Chubu Electric Power will need to think about what types of human resources with what types of skill sets should be assigned to and trained in which business areas and business entities as well as thoroughly consider active roles of human resources with experience in different cultures.

Katsuno: Regarding the allocation of human resources across the entire Group, we have room for improvement in terms of working toward optimization and so I look forward to discussing this issue as we move ahead. Moreover, reskilling (vocational skills redevelopment and re-education) will also be a key issue in the future. As the use of IT becomes more prevalent, some work can be performed without relying on human power. Even when I was a new employee, telecommunications was already advanced. In response to the systematization of operational work, I gained experience in creating a new integrated maintenance system and undertaking organizational reforms for transferring the knowledge from operations work to maintenance work. With increased business activities in new fields in the future, promoting reskilling based on such a concept and demonstrating our comprehensive strengths

Katsuno Satoru, Chairman of the Board of Directors

Katsuno Satoru earned a bachelor's degree in electrical engineering from Keio University and joined Chubu Electric Power in 1977. He has held positions as General Manager of the Okazaki Regional Office, General Manager of the Tokyo Office, Representative Director and Executive Vice President, and General Manager of the Corporate Planning & Strategy Division. He became President & Director in 2015 and has been in his present position since April 2020. Born in 1954 in Aichi Prefecture.

Kurihara Mitsue, Chairman of the Board of Directors Value Management Institute, Inc.

Joined the Development Bank of Japan in April 1987 and assumed office of Audit & Supervisory Board Member after playing an important role in the fields of M&A, financing strategy, healthcare financing, start-up support, etc. Left the Bank in June 2020 and has held current position since then. Assumed office of External Director of Chubu Electric Power in June 2020.

will be important.

Kurihara: Regarding the first point, human resources are valuable assets rather than just being resources. Regarding the second point, "dialogue with various stakeholders," I think that reflecting the opinions of customers, shareholders and investors, local communities, business partners, and employees in company management is important. Furthermore, each type of stakeholder also has diverse perspectives. With this in mind, first of all ensuring that the thinking of management reaches stakeholders is essential. Listening to the opinions of these stakeholders, such as the Shareholder Questionnaire*1 I saw the other day, is important.

In looking at the results of this questionnaire, I saw that numerous shareholders placed importance on "stability" for the purpose of long-term share holding. However, the category of "growth potential/future potential" was not always highly evaluated. I personally believe that Chubu Electric Power can play a leading role in making contributions within the changes taking place in society and can seize these changes as opportunities for growth. I also recognize that Chubu Electric Power must give shape to these strategies and initiatives and convey these to shareholders.

Katsuno: Communication with stakeholders encompassing customers and local communities as well as shareholders and investors is extremely important and we will further strengthen this communication.

Kurihara: In decarbonization, as exemplified by VPP*2, demand response*3, and needs for electricity derived from renewable energy, Chubu Electric Power's relationship with customers and local communities is changing significantly from back when it just unilaterally supplied electricity.

Katsuno: That's true. Accordingly, Chubu Electric Power is working in unison with local communities and customers in promoting activities for energy infrastructure, decarbonization, and a recycling-oriented society within regions. In the days ahead, I hope to firmly reinforce our connections with customers and local communities.

Kurihara: Communication is extremely important because stakeholders have diverse aspects. Chubu Electric Power's corporate culture, such as its awareness of trying to contribute to society and its integrity and trustworthiness, are valuable features that I hope will never change. Within this corporate culture, I would like to see diverse human resources play active roles, show mutual respect, and place value on the posture of taking on challenges while exchanging opinions.

Katsuno: Yes, as business changes or we reform our work styles, under this unchanging corporate culture we will maintain an awareness that each and every employee will "change anew every single day" while we take on challenges and skillfully connect our vision, business plans for each business area and each person's own roles.

The Chubu Electric Power Group is connected to all stakeholders. We will focus on deepening communication with stakeholders and redouble our efforts to create value together as we work toward the realization of our "Corporate Philosophy" of delivering energy that is indispensable for lives and contributing to the development of society.

*1. Web Results of the Shareholder Questionnaire (Japanese version only) Results: **https://www.chuden.co.jp/ir/ir_kabunushi/kabunushi_results/**

*2. Virtual Power Plant: A mechanism for remote and integrated control of distributed energy resources such as storage batteries, electric vehicles, air conditioners, and heat pump water heaters using advanced energy management technology that utilizes IoT

*3. Demand response: A mechanism in which surplus power generated by controlling the use of electricity specified by the electric power user is utilized for supply and demand regulation

Corporate Governance

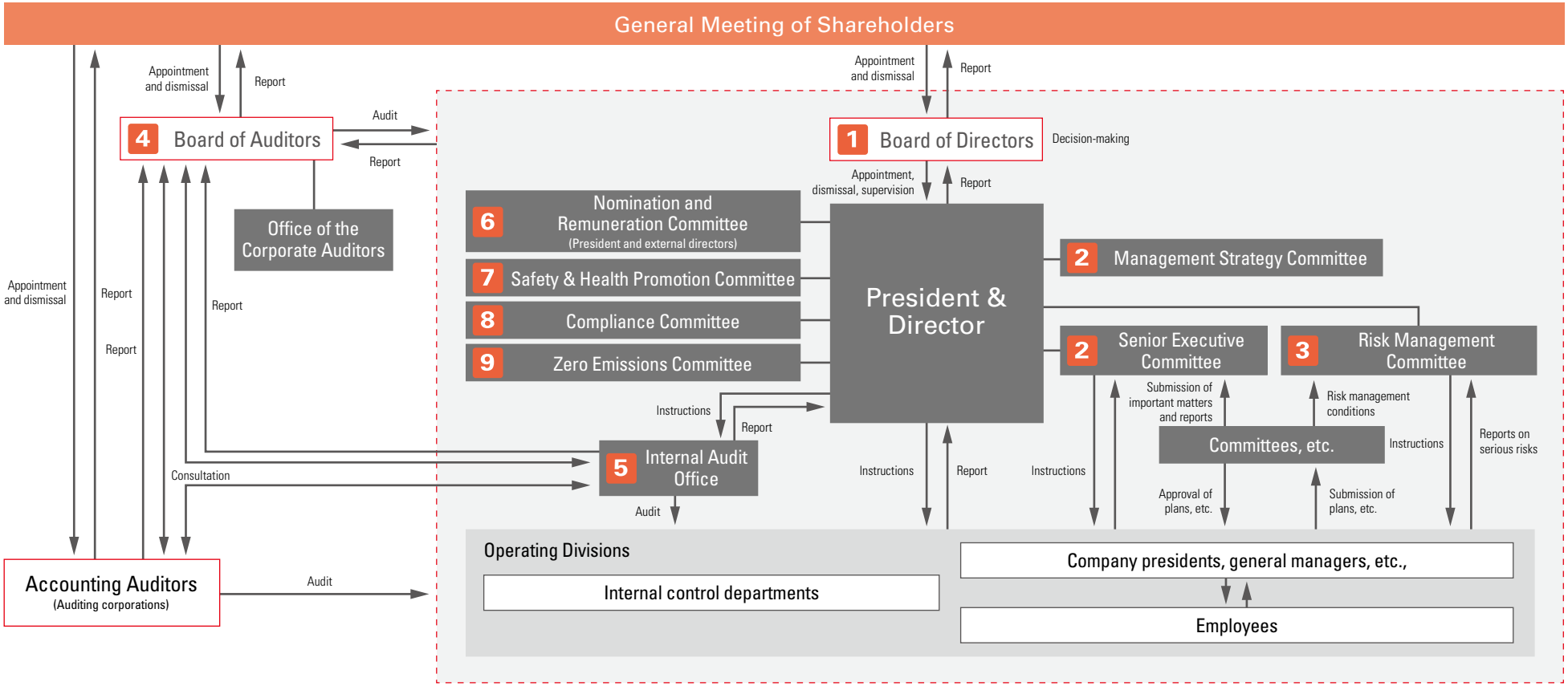
Basic concept regarding corporate governance (Excerpt from Chubu Electric Power Group Basic Corporate Governance Policy)

The Chubu Electric Power Group believes it is necessary to put its corporate philosophy into practice and "continue to grow as a group that serves the energy needs of all kinds" to maintain the trust of shareholders, investors, and other stakeholders, as well as continue to be the customer's definitive choice of energy supplier.

For this reason, bold steps have been taken to improve corporate governance, including positioning fairness and transparency at the core of business, ensuring proper oversight of management and operations execution, and providing mechanisms for swift decision-making, as espoused in the Chubu Electric Power Group CSR Declaration.

Web Chubu Electric Power Group Basic Corporate Governance Policy

Corporate governance structure



1 Board of Directors

In principle, held once a month. Deliberates on and decides items concerning legislation and articles of incorporation, and important items related to management. Additionally, receives reports on the execution of duties from directors in order to supervise the execution of the duties of directors. In order to strengthen supervisory functions, external directors have been introduced.

Nine directors including external directors
Held 14 times/year*

2 Senior Executive Committee and Management Strategy Committee

The Senior Executive Committee, comprised of the President, Executive Vice Presidents, Company Presidents, General Managers and other executive officers, meets once a week in principle for preliminary deliberation of items on the agenda of the Board of Directors and to discuss other important business matters.

Meanwhile, the Management Strategy Committee, consisting of representative directors and other officers, discusses the direction of the company's business in the medium to long term.

3 Risk Management Committee

The Risk Management Committee, which is chaired by the President and consists mainly of Executive Vice Presidents and Executive Officers, deliberates and reports on items concerning serious risks.

4 Board of Auditors

The Board of Auditors works to allocate the roles of the Corporate Auditors and share information in order to conduct audits more systematically and efficiently. It also issues decisions and approvals regarding matters of law and the items prescribed by the articles of incorporation.

Corporate Auditors audit every aspect of the performance of duties by the Directors, for which purpose they deepen their understanding of the Directors, the internal audit divisions, and operating divisions, attend meetings of the Board of Directors and other important meetings, hear from the Directors regarding the performance of their duties, and examine the circumstances of the company's operations and finances. They also perform their duties for the purpose of thoroughly monitoring and verifying resolutions made by the Board of Directors regarding establishment of systems to ensure the quality of corporate administration and the operating status of the system (internal control) developed by such resolutions.

With regard to Group companies, we maintain communication and share information with their directors and auditors, and keep ourselves informed of their business activities whenever necessary.

Five auditors including external auditors
Held 17 times/year*

5 Internal Audit Office

The Internal Audit Office is an organization that reports directly to the President, is independent from operating divisions, and is responsible for performing internal audit functions. It performs audits on the activities of operating divisions such as quality control for safety at nuclear power plants, basing its perspective on internal control system effectiveness (including internal controls over financial reporting) and CSR. The results of each of these initiatives are reported to the president and presented as advice and recommendations to the relevant divisions so that they can continuously make improvements.

The internal audit process was verified by an independent organization in FY2015 as part of the company's efforts to improve and maintain the quality of audits.

The scope of internal audits by the office includes associated companies. To help improve internal control systems and practices across the group, the Internal Audit Department also shares information with internal audit divisions of associated companies and provides other support.

6 Nomination and Remuneration Committee

The Committee consists of the President and three independent external directors. In developing appointment proposals for directors, corporate auditors, and executive officers and determining the remuneration of directors and executive officers, the Committee ensures the fairness and transparency of the process by obtaining advice from the external directors.

President and three external directors
Held 7 times/year*

7 Safety & Health Promotion Committee

The Safety & Health Promotion Committee was established in August 2019 to vigorously promote safety and health promotion initiatives. Main attendees of the Committee include senior management, including the presidents of Chubu Electric Power, Chubu Electric Power Grid, and Chubu Electric Power Miraiz, as well as representatives from the labor union and external experts. The Committee, through its meetings, shares issues to cultivate safety culture and to promote health management and deliberates and makes decisions on measures to resolve them.

8 Compliance Committee

The Compliance Committee, which is chaired by the President, was established on December 1, 2002 to promote compliance comprehensively and surely.

The Committee deliberates policies and measures concerning compliance promotion and conducts fact-finding research on compliance matters as well as other activities related to compliance promotion.

9 Zero Emissions Committee

In March 2021, the Zero Emissions Committee was established, chaired by the President, to take on the challenge of achieving net zero CO_2 emissions for the Chubu Electric Power Group's entire business in 2050.

The Committee will set ultra-long-term and medium-to-long-term targets for Chubu Electric Power, operating companies and group companies and formulate and evaluate action plans for attaining these targets.

* The number of times the Board of Directors, the Board of Auditors, and the Nomination and Remuneration Committee met are the actual figures from FY2020.

* The number of attendance is the result of FY2020. * Ito Hisanori and Ihara Ichiro assumed office in June 2021.
* The number of attendances by Mizutani Hitoshi, Ootani Shinya and Kurihara Mitsue is for the Board of Directors meetings held after taking office in June 2020.
* The Company judges independence of independent directors under the Judgment Criteria for Independence of External Directors and External Corporate Auditors, which reflect the requirements of independent directors stipulated by securities exchanges which the Company is listed.

Directors and Corporate Auditors (As of July 1, 2021)

Chairman of the Board of Directors
Katsuno Satoru
Reappointed

Apr. 1977: Joined Chubu Electric Power
July 2007: Managing Executive Officer and General Manager of the Tokyo Office
June 2010: Director & Senior Managing Executive Officer, and General Manager of Corporate Planning & Strategy Division
June 2013: Director & Executive Vice President and General Manager of Corporate Planning & Strategy Division
June 2015: President & Director
Apr. 2020: Chairman of the Board of Directors (incumbent)

Reasons for selecting:
Katsuno Satoru has a career history in the Company that, thus far, includes General Manager of Tokyo Office, General Manager of Corporate Planning & Strategy Division, and President & Director. As he possesses detailed knowledge of the Company's operations and ample ability to find solutions to managerial issues, Katsuno Satoru is considered capable of carrying out management that improves corporate value.

Attendance:
Board of Directors meetings in FY2020: 14/14 (100%)

President & Director
Hayashi Kingo
Reappointed

Apr. 1984: Joined Chubu Electric Power
Apr. 2016: Executive Officer, General Manager of Tokyo Office
Apr. 2018: Senior Managing Executive Officer, President of Customer Service & Sales Company
June 2018: Director & Senior Managing Executive Officer, President of Customer Service & Sales Company
Apr. 2020: President & Director (incumbent)

Reasons for selecting:
Hayashi Kingo has a career history in the Company that, thus far, includes General Manager of Tokyo Office, President of Customer Service & Sales Company and President & Director. As he possesses detailed knowledge of the Company's operations and ample ability to find solutions to managerial issues, Hayashi Kingo is considered capable of carrying out management that improves corporate value.

Attendance:
The Board of Directors meetings in FY2020: 14/14 (100%)

Director & Executive Vice President
Mizutani Hitoshi
Reappointed

General Manager of Corporate Management Division, CFO*
Apr. 1984: Joined Chubu Electric Power
Apr. 2018: Managing Executive Officer, General Manager of Nagoya Regional Office, General Manager of Nagoya Regional Office, Power Network Company
Apr. 2020: Senior Managing Executive Officer, General Manager of Corporate Management Division
June 2020: Director, Senior Managing Executive Officer, General Manager of Corporate Management Division
Apr. 2021: Director & Executive Vice President, General Manager of Corporate Management Division, Chief Financial Officer (incumbent)

Reasons for selecting:
Mizutani Hitoshi has a career history in the Company that, thus far, includes General Manager of Nagoya Regional Office and General Manager of Corporate Management Division. As he possesses detailed knowledge of the Company's operations and ample ability to find solutions to managerial issues, Mizutani Hitoshi is considered capable of carrying out management that improves corporate value.

Attendance:
The Board of Directors meetings in FY2020: 10/10(100%)
*CFO: Chief Financial Officer

Director and Senior Managing Executive Officer
Ito Hisanori
New appointment

General Manager of Corporate Planning & Strategy Division, CIO*
Apr. 1985: Joined Chubu Electric Power
Apr. 2016: Executive Officer, General Manager of Electrical Engineering Dept. of Power Network Company
Apr. 2018: Executive Officer, General Manager of Tokyo Office
Apr. 2021: Senior Managing Executive Officer, General Manager of Corporate Planning & Strategy Division , Chief Information Officer
June 2021: Director and Senior Managing Executive Officer, General Manager of Corporate Planning & Strategy Division and Chief Information Officer (incumbent)

Reasons for selecting:
Ito Hisanori has a career history in the Company that, thus far, includes General Manager of Electrical Engineering Dept. of Power Network Company, General Manager of Tokyo Office and General Manager of Corporate Planning & Strategy Division. As he possesses detailed knowledge of the Company's operations and ample ability to find solutions to managerial issues, Ito Hisanori is considered capable of carrying out management that improves corporate value.

Attendance:
The Board of Directors meetings in FY2020: –/– (–%)
*CIO: Chief Information Officer

Director and Senior Managing Executive Officer
Ihara Ichiro
New appointment

General Manager of Nuclear Power Division and Nuclear Power Department, CNO*
Apr. 1984: Joined Chubu Electric Power
Jul. 2015: Executive Officer, General Manager of Hamaoka Nuclear Power Station of Hamaoka Nuclear Power Executive Headquarters
Apr. 2017: Executive Officer, General Manager of Nuclear Power Dept., Nuclear Power Division
Apr. 2021: Senior Managing Executive Officer, General Manager of Nuclear Power Division and Nuclear Power Department, CNO
June 2021: Director, Senior Managing Executive Officer, General Manager of Nuclear Power Division and Nuclear Power Department, CNO (incumbent)

Reasons for selecting:
Ihara Ichiro has a career history in the Company that, thus far, includes General Manager of Hamaoka Nuclear Power Station of Hamaoka Nuclear Power Executive Headquarters, General Manager of Nuclear Power Department, Nuclear Power Division, and General Manager of Nuclear Power Division. As he possesses detailed knowledge of the Company's operations and ample ability to find solutions to managerial issues, Ihara Ichiro is considered capable of carrying out management that improves corporate value.

Attendance:
The Board of Directors meetings in FY2020: –/– (–%)
*CNO: Chief Nuclear Officer

Director
Ootani Shinya
Reappointed

President and Director, Chubu Electric Power Miraiz Company, Incorporated
Apr. 1987: Joined Chubu Electric Power
Apr. 2018: Executive Officer
General Manager of Business Strategy Office of Customer Service & Sales Company
Apr. 2020: President and Director, Chubu Electric Power Miraiz Company, Incorporated (incumbent)
June 2020: Director (incumbent)

Reasons for selecting:
Ootani Shinya has a career history in the Company that, thus far, includes General Manager of Business Strategy Office of Customer Service & Sales Company and President and Director of Chubu Electric Power Miraiz Company, Incorporated. As he possesses detailed knowledge of the Company's operations and energy sales business, and ample ability to find solutions to managerial issues, Ootani Shinya is considered capable of carrying out management that improves corporate value.

Attendance:
The Board of Directors meetings in FY2020: 10/10 (100%)

Director (External) (Independent Officer)
Hashimoto Takayuki
Reappointed

Honorary Executive Advisor, IBM Japan, Ltd.
Apr. 1978: Joined IBM Japan, Ltd.
Apr. 2000: Director, IBM Japan, Ltd.
Apr. 2003: Managing Executive Officer, IBM Japan, Ltd.
Jan. 2007: Senior Managing Executive Officer, IBM Japan, Ltd.
Apr. 2008: Director & Senior Managing Executive Officer, IBM Japan, Ltd.
Jan. 2009: President & Representative Director, IBM Japan, Ltd.
May 2012: Chairman & Director, IBM Japan, Ltd.
Apr. 2014: Chairman, IBM Japan, Ltd.
Jan. 2015: Vice Chairman, IBM Japan, Ltd.
June 2016: External Director, the Company (to present)
May 2017: Honorary Executive Advisor, IBM Japan, Ltd. (to present)
Nov. 2019: President and Representative Executive Director, Yamashiro Management R&D Institute LTD. (incumbent)

Reasons for selecting:
Hashimoto Takayuki was involved in the management of IBM Japan for many years, and has a wealth of knowledge and experience as a management specialist.

Attendance:
The Board of Directors meetings in FY2020: 14/14 (100%)

Director (External) (Independent Officer)
Shimao Tadashi
Reappointed

Chairperson of the Board of Directors, Representative Executive Director, Daido Steel Co., Ltd.
Apr. 1973: Joined Daido Steel Co., Ltd.
June 2004: Director, Daido Steel Co., Ltd.
June 2006: Managing Director, Daido Steel Co., Ltd.
June 2009: Executive Vice President and Representative Executive Director, Daido Steel Co., Ltd.
June 2010: President and Representative Executive Director, Daido Steel Co., Ltd.
June 2015: President & CEO, Representative Executive Director, Daido Steel Co., Ltd.
June 2016: Chairperson of the Board of Directors, Representative Executive Director, Daido Steel Co., Ltd. (to present)
June 2019: External Director, the Company (incumbent)

Reasons for selecting:
Shimao Tadashi was involved in the management of Daido Steel Co., Ltd. for many years, and has a wealth of knowledge and experience as a management specialist.

Attendance:
The Board of Directors meetings in FY2020: 14/14 (100%)

Director (External) (Independent Officer)
Kurihara Mitsue
Reappointed

Chairman of the Board of Directors, Value Management Institute, Inc.
Apr. 1987: Joined Development Bank of Japan
June 2008: International Policy Studies, Stanford University (Dispatch)
June 2010: Deputy Director, Treasury Department, Development Bank of Japan
May 2011: Senior Vice President of Healthcare & Hospitality Industry Office, Corporate Finance Department, Division 4, Development Bank of Japan
Apr. 2013: General Manager, Head of Corporate Finance Department, Division 6, Development Bank of Japan
Feb. 2015: Audit & Supervisory Board Member, Development Bank of Japan
June 2020: External Director, the Company (incumbent)
June 2020: Chairman of the Board of Directors, Value Management Institute, Inc. (incumbent)

Reasons for selecting:
Kurihara Mitsue has been involved primarily in financing, financial management, M&A businesses at Development Bank of Japan Inc. for many years, and has specialized knowledge and a wealth of experience in these fields.

Attendance:
The Board of Directors meetings in FY2020: 10/10 (100%)

* The number of attendance is the result of FY2020
* The number of attendances by Kataoka Akinori and Takada Hiroshi is for the Board of Directors and Board of Auditors meetings held after taking office in June 2020.

Senior Corporate Auditor (full-time)
Kataoka Akinori
Incumbent

Apr. 1981: Joined Chubu Electric Power
July 2011: Executive Officer, General Manager of Finance &Accounting Dept.
July 2013: Executive Officer, General Manager of Mie Regional Office, assigned to Environmental Affairs & Plant Siting Division
Apr. 2016: Senior Managing Executive Officer, General Manager of Finance & Accounting Dept. and Purchasing & Contracting Dept.
June 2016: Director & Senior Managing Executive Officer, General Manager of Finance & Accounting Dept. and Purchasing & Contracting Dept.
Apr. 2017: Director & Executive Vice President, General Manager of Legal Affairs Dept., General Affairs Dept., Finance & Accounting Dept. and Purchasing & Contracting Dept.
Apr. 2018: Director & Executive Vice President, General Manager of Legal Affairs Office, General Affairs Office, Finance & Accounting Office, Purchasing & Contracting Office, and Business Solutions & Corporate Communications Center and Finance & Accounting Center
Apr. 2019: Director & Executive Vice President, General Manager of Legal Affairs Office, General Affairs Office, Finance & Accounting Office, Purchasing & Contracting Office, and Business Solutions & Corporate Communications Center, Finance & Accounting Center and IT System Center
Apr. 2020: Director
June 2020: Senior Corporate Auditor (full-time) (incumbent)

Reasons for selecting:
Kataoka Akinori has a career history in the Company that, thus far, includes General Manager of Finance & Accounting Dpt., Legal Affairs office., General Affairs office., Finance & Accounting Office, Purchasing & Contracting Office, Business Solutions & Corporate Communications Center , Finance & Accounting Center and IT System Center, and has specialized knowledge and a wealth of experience in finance and accounting.

Attendance:
The Board of Directors meetings in FY2020: 10/10 (100%)
The Board of Auditors meetings in FY2020: 12/12 (100%)

Corporate Auditor (external)
Nagatomi Fumiko
Incumbent

Attorney at low
Apr. 1981: Registered as lawyer
Joined Hachisuka Law Firm
Mar. 1989: Retired from Hachisuka Law Firm
Apr. 1989: Established Nagatomi Law Firm (incumbent)
June 2016: External Auditor of Chubu Electric Power (incumbent)

Reasons for selecting:
Nagatomi Fumiko has specialized knowledge and a wealth of experience as a lawyer, and can be expected to neutrally and objectively use her auditing abilities based on her viewpoints as a legal specialist.

Attendance:
The Board of Directors meetings in FY2020: 14/14 (100%)
The Board of Auditors meetings in FY2020: 17/17 (100%)

Corporate Auditor (full-time)
Terada Shuichi
Incumbent

Apr. 1982: Joined Chubu Electric Power
July 2012: Executive Officer, General Manager of the Legal Affairs Dept.
Apr. 2017: Director, Chubu Seiki Co., Ltd.
June 2019: Corporate Auditor (full-time) (incumbent)

Reasons for selecting:
Terada Shuichi has a career history in the Company that, thus far, includes General Manager of the Legal Affairs Dept., and has specialized knowledge and a wealth of experience in legal affairs.

Attendance:
The Board of Directors meetings in FY2020: 14/14 (100%)
The Board of Auditors meetings in FY2020: 17/17 (100%)

Corporate Auditor (external)
Takada Hiroshi
Incumbent

Chairman of the Board of Directors, ACC
Apr. 1969: Joined TOYOTA MOTOR CORPORATION
Jan. 1995: General Manager of Advertising Division, TOYOTA MOTOR CORPORATION
June 2001: Member of the Board of Directors, TOYOTA MOTOR CORPORATION
June 2003: Managing Officer, TOYOTA MOTOR CORPORATION
June 2005: Senior Managing Director, TOYOTA MOTOR CORPORATION
June 2009: Chairman of the Board of Directors, TOYOTA Mobility Tokyo Inc.
June 2009: Chairman, TOYOTA Nagoya Education Center, Inc.
Oct. 2009: President, Member of the Board of Directors, TOYOTA Marketing Japan Corporation
Dec. 2009: President, Member of the Board of Directors, Toyota Motor Sales and Marketing Corporation
July 2012: Chairman & CEO, Organization for Small & Medium Enterprises and Regional Innovation, JAPAN
May 2013: Representative Director, All Japan Confederation of Creativity (incumbent)
July 2019: Representative Director, Japan General Incorporated Association of Professionals for Medium and Small Sized Business Management Ltd (incumbent)
June 2020: External Corporate Auditor, Chubu Electric Power (incumbent)

Reasons for selecting:
Takada Hiroshi was involved in corporate management as a Senior Managing Director at TOYOTA MOTOR CORPORATION in the past and is currently involved in corporate management as the Chairman of the Board of Directors of ACC, and can be expected to neutrally and objectively use his auditing abilities based on his viewpoints as a corporate management specialist.

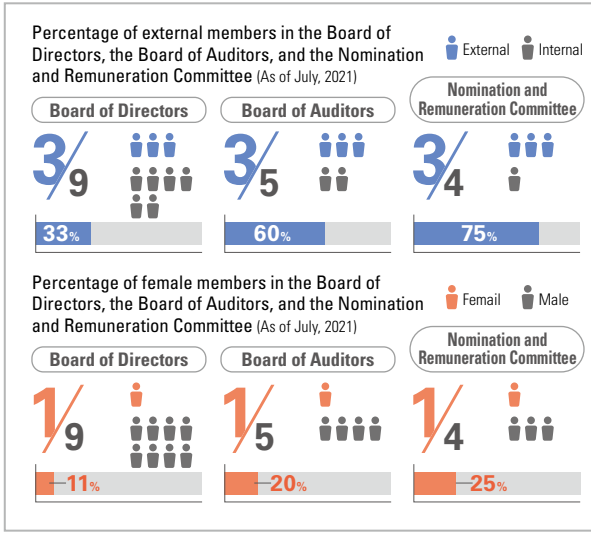
Attendance:
The Board of Directors meetings in FY2020: 10/10 (100%)
The Board of Auditors meetings in FY2020: 12/12 (100%)

Corporate Auditor (external)
Hamaguchi Michinari
Incumbent

President, Japan Science and Technology Agency
Dec. 1993: Professor, Nagoya University School of Medicine
Apr. 2009: President, Nagoya University
Apr. 2015: Professor, Nagoya University Graduate School of Medicine
June 2015: External Auditor of Chubu Electric Power (incumbent)
Sept. 2015: Left Nagoya University
Oct. 2015: President, Japan Science and Technology Agency (incumbent)
Apr. 2016: Professor Emeritus, Nagoya University (incumbent)

Reasons for selecting:
Hamaguchi Michinari was involved in academic management as the President of Nagoya University in the past and is currently involved in corporate management as the President of the Japan Science and Technology Agency, and can be expected to neutrally and objectively use his auditing abilities based on his viewpoints as an academic and corporate management specialist.

Attendance:
The Board of Directors meetings in FY2020: 14/14 (100%)
The Board of Auditors meetings in FY2020: 17/17 (100%)



Selection of directors and auditors

To ensure fairness and transparency in the election of directors and corporate auditors, candidates are proposed to the Board of Directors for its final decision after scrutinized by the Personnel Affairs Committee, which consists mainly of the Chairman, the President, and other directors, and with the Nomination and Remuneration Committee consisting of the President and independent external directors. Furthermore, corporate auditor candidates are required to be approved by the Board of Auditors, in addition to the scrutiny at a Personnel Affairs Committee meeting attended by senior corporate auditors, to strengthen the independence of corporate auditors.

External directors and external corporate auditors

At Chubu Electric Power, three external directors and three external corporate auditors currently hold office. All of our external directors and external corporate auditors retain a sufficient level of independence that meets the company's standards, and make the best use of their experiences and insight acquired through their respective careers to fulfill their supervisory and audit functions independent of the company's senior management. They also receive updated information on the current development and operational status of the company's internal control system, and meet all representative directors and auditors regularly to exchange opinions.

All of our external directors and external corporate auditors are registered as independent directors / auditors in all financial instruments exchanges on which the company is listed.

Composition of the Board of Directors

Chubu Electric Power determines the composition and scale of the Board of Directors upon comprehensively considering various management issues such as enhancing deliberations at the Board of Directors, quick management decision-making, director supervision functions, as well as the attainment of "achievement of our unwavering mission" and "creating new value" that are set forth in the Chubu Electric Power Group's Management Vision and contributions to the realization of a carbon-free society while also considering the balance of knowledge, abilities, field of expertise, and practical experience of each director. The expertise and experience required of Directors and Corporate Auditors are disclosed as a skill matrix.

● Skills matrix

Name	Position in the Company	Directors' and auditors' outstanding expertise, experience							
		Corporate Management	Finance / Accounting	Legal	Risk Management	Technologies Contributing to Electric Power Supply	DX (Digital transformation) / Business Development	Marketing	Internationality / Diversity
Katsuno Satoru	Chairman of the Board of Directors	●			●	●			
Hayashi Kingo	President & Director	●						●	
Mizutani Hitoshi	Director, Executive Vice President	●	●	●					
Ito Hisanori	Director, Senior Managing Executive Officer					●	●		
Ihara Ichiro	Director, Senior Managing Executive Officer					●			
Ootani Shinya	Director	●						●	
Hashimoto Takayuki	Director (external)	●					●		●
Shimao Tadashi	Director (external)	●						●	●
Kurihara Mitsue	Director (external)	●	●						●
Kataoka Akinori	Senior Corporate Auditor (full-time)	●	●		●				
Terada Shuichi	Corporate Auditor (full-time)			●	●				
Hamaguchi Michinari	Corporate Auditor (external)				●		●		●
Nagatomi Fumiko	Corporate Auditor (external)			●	●				●
Takada Hiroshi	Corporate Auditor (external)	●			●			●	

* The foregoing table shows up to three major expertise and experience of each person so that the table is not an exhaustive list of his/her expertise and experience.

Assessing the effectiveness of the Board of Directors

Once a year, Chubu Electric Power surveys all directors and auditors on the makeup, operations, governance, and other aspects of the Board of Directors, and all directors and auditors discuss and exchange opinions based on the survey results.

Based on these results, the Board of Directors analyzes and assesses their own effectiveness in order to confirm that it is effectively steering the company toward sustainable growth and greater corporate value in the medium to long term.

We will continue efforts for further improvements to raise the effectiveness of the Board of Directors.

Initiatives since the past

- Wide-ranging discussions by members possessing diverse expertise and experience
- Enhancement of deliberations at the Board of Directors by explaining the agenda items in advance and taking other measures

Future initiatives

- Deliberations that further emphasize the value required by stakeholders (customers/local communities, shareholders/investors, business partners, employees)
- Enrich deliberations based on the assumption of discussions among human resources with high-level specializations
- Improve strategic aspects that combine long-term and short-term perspectives

Policy on director and auditor training

Chubu Electric Power provides training in management, accounting and finance, legal affairs, and other areas to newly appointed corporate directors and auditors, and periodically organizes events such as presentations given by attorneys, CSR seminars spearheaded by experts, and other learning opportunities.

Newly appointed external directors and auditors receive briefings on management policies, business issues, and other aspects unique to Chubu Electric Power. And, after assuming their new positions, they visit the company's important facilities and receive briefings from departments on their operations in order to deepen their understanding of Chubu Electric Power's business and operations.

Director remuneration

Directors' remuneration consists of monthly remuneration, performance-based bonus (short-term incentive remuneration) and performance-based stock remuneration (medium- to long-term incentive remuneration) with the aim of raising awareness of contributing to improvements in the Chubu Electric Power Group's business performance and increases in its corporate value. The total amount of remuneration is set at the medium level of the total remuneration for corporate officers at other listed companies when management targets are achieved. However, remuneration for external directors is limited to monthly remuneration and the impact on corporate performance is limited.

Performance-linked bonuses are set with consolidated ordinary income, the management target, as the indicator. In addition, these bonuses for the Chairman and President are determined based on consolidated net income and for other Directors these are determined giving consideration to such factors as the performance of each director individually and of the respective departments of which they are in charge.

Performance-based stock remuneration consists of fixed points determined according to position and points linked to performance. Performance-based points shall be determined every three fiscal years based on the degree of attainment of consolidated ordinary income targets. (If consolidated ordinary income does not reach the target, performance-based points for the three fiscal years shall be "0".) Points granted can be revoked in the event of any serious malfeasance or legal violation by directors.

The proportion of monthly remuneration, performance-based bonus and performance-based stock remuneration to total remuneration shall be around 60%, 30% and 10%, respectively, when the management targets are achieved.

Matters related to individual remuneration of Directors are decided by the President, who has been authorized by the Board of Directors, after consultations at the Personnel Affairs Committee consisting of the Chairman, President, and other Representative Directors and at the Nomination and Remuneration Committee consisting of the President and independent external directors.

The remuneration of Corporate Auditors shall be limited to monthly remuneration to limit the impact on the Company's business performance and is determined through discussions among all Corporate Auditors.

● Total amount of remunerations, etc., by director category and the number of directors (FY2020)

Category	Total remuneration (million yen)	Amount by type of remuneration (millions of yen)			Number of directors/ auditors in the category
		Monthly remuneration	Performance-linked bonus	Stock-based remuneration linked to share performances	
Directors (excluding external directors)	402	276	89	36	10
Auditors (excluding external auditors)	76	76	—	—	3
External board members	72	72	—	—	8

* Remuneration limit determined by a resolution by the General Meeting of Shareholders

Directors' monthly remuneration and performance-based bonus:
900 million yen per year (including 84 million yen to external directors)

Directors' performance-based stock remuneration:
400 million yen and 350,000 shares per every three fiscal years (excluding external directors)

Auditors: 20 million yen per month

Our efforts to improve corporate governance

Chubu Electric Power has been implementing a variety of measures aimed at strengthening its corporate governance, such as those improving its management mechanism to further improve its management efficiency and help it develop into a robust corporate group.

● Major actions

FY2005

1. Reduction of the maximum number of directors stipulated in the articles of incorporation from 32 to 20 (As of July 2021, the number of directors is nine.)
2. Adoption of an executive officer system and the delegation of authority to general managers

FY2006

In response to the enforcement of the Companies Act, the Board of Directors adopted the Systems for Ensuring Proper Conduct of Business Operations as the basic principles for developing the company's internal control system.

FY2007

1. Introduction of external directors
2. Reconstruction of the executive officer system
   The number of position levels of directors was reduced, while position levels for executive officers were introduced according to their authorities and responsibilities.

FY2015

1. Establishment of the Chubu Electric Power Group Basic Corporate Government Policy
2. Adoption of the Independence Standards for External Directors
3. Installation of the Nomination and Remuneration Committee
4. Establishment of the Policy for Constructive Dialogue with Shareholders

FY2018

Revision of the director nomination criteria

FY2021

1. Resolution of "Company's policy on determining compensations for each Director" at Board of Directors and disclosure
2. Disclosure of skill matrix regarding composition of the Board of Directors

Operating Company Governance Structure

Our basic principle is to allow each of our operating companies, Chubu Electric Power Grid and Chubu Electric Power Miraiz, to respond flexibly to various environmental changes through the establishment of an autonomous management structure within each company.

On the other hand, Chubu Electric Power performs coordination and control functions to ensure the optimization of the Group as a whole from the standpoint of the parent company of these operating companies.

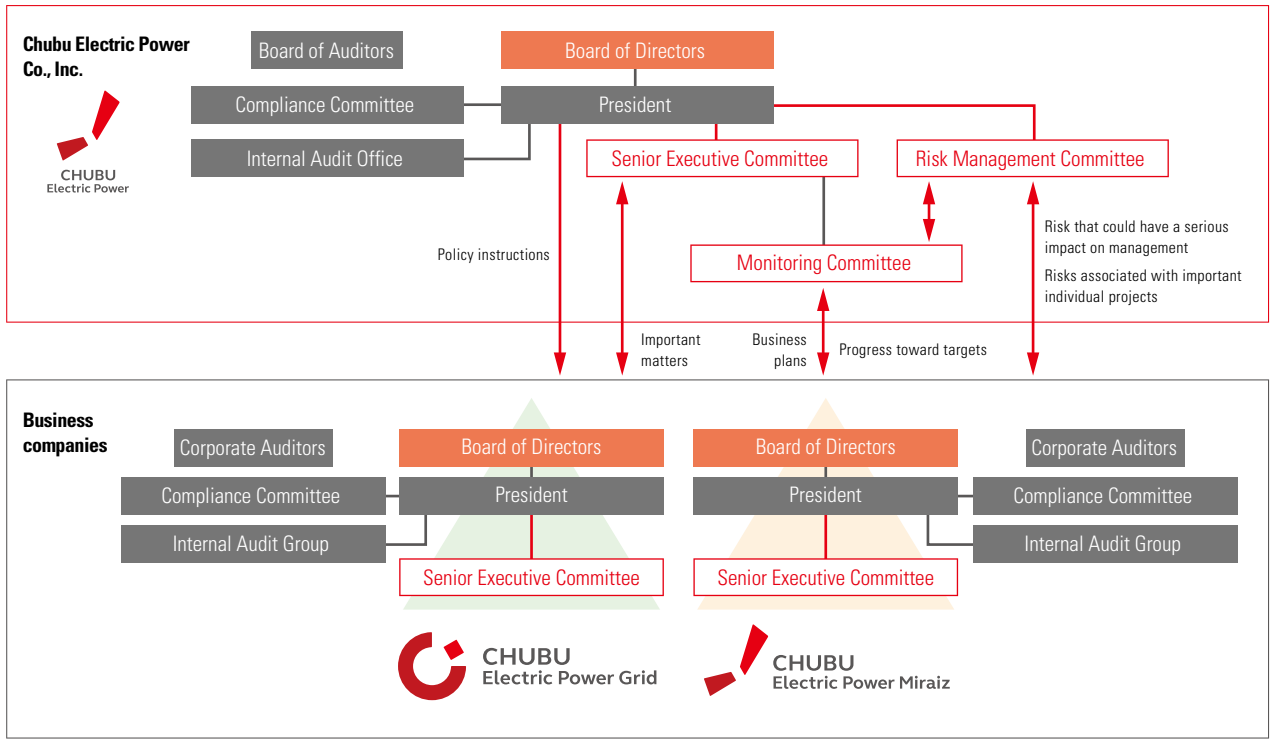
Also, governance of operating companies is assured by having the executives of Chubu Electric Power Co., Inc. participate in deliberations at operating companies by concurrently serving as directors and corporate auditors of these operating companies.

* Conduct control has been put in place to prohibit concurrent assignment as a director of both Chubu Electric Power and Chubu Electric Power Grid and to require appropriate information blocking between them.

Governance structures of Chubu Electric Power Grid and Chubu Electric Power Miraiz

Chubu Electric Power and each of its operating companies have separately established its own governance mechanism, consisting of the Board of Directors, Senior Executive Committee, and corporate auditors (Board of Auditors).

In addition, an appropriate group-wide governance structure has been put in place to ensure, for example, that any matters that could have a material impact on the management plan of the whole group or the operations of an operating company are submitted to management meetings of Chubu Electric Power for deliberation.



Outline of plan formulation and monitoring

Chubu Electric Power seeks to optimize the management though respecting each operating company's autonomous operations by instructions on plan formulation policies and progress management with regard to the achievement of targets and monitoring that focuses on the integrated management of risks, and thereby aims to maximize the value of the group as a whole.

Plan formation

- Chubu Electric Power determines management strategies and the allocation of management resources and instructs each operating company about its roles.
- Each operating company independently formulates and resolves on its business plans and key performance indicators (KPIs) based on its roles.

Monitoring

- Monitoring items include the effectiveness of strategies and progresses toward targets. Strategies may be revised in a flexible manner in accordance with business characteristics.
- Changes in risks that could have a serious impact on management and risks associated with individual important projects are evaluated, and if there is a significant change, countermeasures and policies will be deliberated.

Governance over JERA

As a shareholder, Chubu Electric Power implements governance measures, while ensuring JERA's autonomous business operation and swift decision-making. Including risk management, Chubu Electric Power engages in dialogue among officers during visits to shareholders by JERA and performs quarterly monitoring of JERA.

Risk Management

Chubu Electric Power believes that risk management should be conducted in an integrated manner with business execution, rather than separately from business execution for its own purposes. For this reason, we conduct risk management also through the formulation cycle of corporate management plans as well as business plans of each business execution department. In this manner, we make sure that risk management is conducted properly to help the Group achieve continuous and stable business development.

Management of risks that could have a serious impact on the company

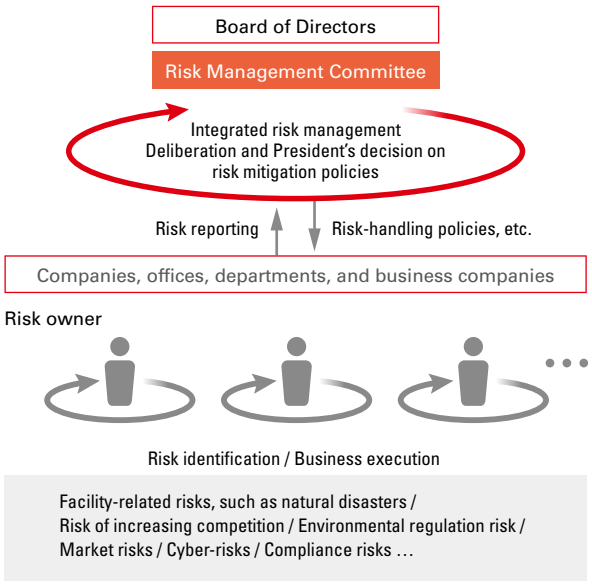
At Chubu Electric Power, the president of each company and the general manager of each department in the headquarters are responsible (risk owners) for the management of business execution risks. Among such risks, risks with a significant impact on management are regularly reported to the Risk Management Department.

The Risk Management Department reports to the Risk Management Committee chaired by the President on risks that are managed in an integrated manner from the perspective of the entire company based on the reports from the risk owners. The risk response policy is deliberated and decided by the President at the Risk Management Committee and the risk owners reflect the response policy in their annual management plans and risk countermeasures.

With respect to the risks involving Group companies, each company understands and assesses their risks, and those that are deemed to have a serious effect on management will be deliberated upon and reported regularly together with management measures to Chubu Electric Power.

The presidents of Chubu Electric Power Grid Co., Inc. and Chubu Electric Power Miraiz Co., Inc. act also as risk owners mentioned above.

● Risk management organization


Board of Directors
Risk Management Committee
Integrated risk management
Deliberation and President's decision on risk mitigation policies
Risk reporting
Risk-handling policies, etc.
Companies, offices, departments, and business companies
Risk owner
Risk identification / Business execution
Facility-related risks, such as natural disasters /
Risk of increasing competition / Environmental regulation risk /
Market risks / Cyber-risks / Compliance risks …

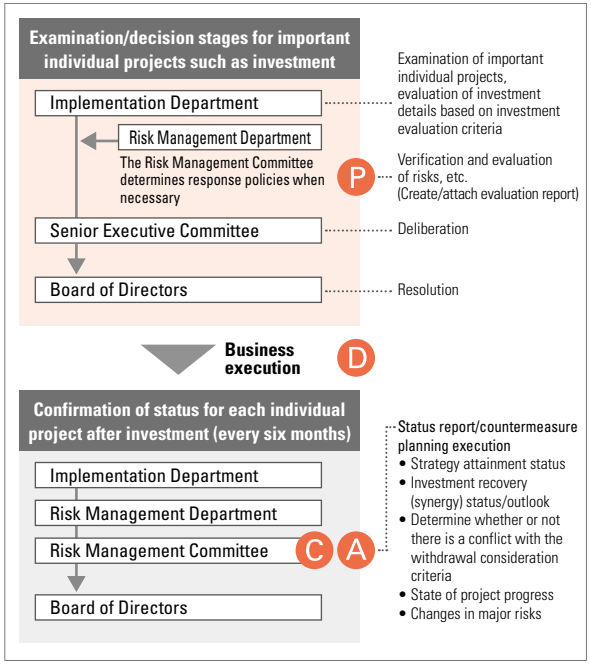
● Risk management flow

Risk identification	The president of each company and the general manager of each department in the headquarters are responsible for the identification of business execution risks as risk owners
Integrated risk management Deliberation and decision on risk mitigation policies	• The risk management department identifies and assesses risks that could have serious effects on management in an integrated manner • The Risk Management Committee deliberates on risk mitigation policies and the president makes the final decision.
Development and implementation of risk mitigation measures (business execution)	Risk mitigation policies are reflected in business plans and risk mitigation measures for execution
Monitoring	• Quarterly identification and assessment of changes in risks • Risk mitigation policies are deliberated and reflected in risk mitigation measures as necessary

Management of risks associated with individual projects, such as investments

Regarding individual projects such as investments, risks are properly managed through risk evaluation at the time of decision-making by the Risk Management Department and through regular status confirmations and countermeasure instructions by the Risk Management Committee and the Board of Directors following the execution of these investments.

● Flow of risk management and status confirmation of important individual projects such as investments


Examination/decision stages for important individual projects such as investment
Implementation Department
Risk Management Department
The Risk Management Committee determines response policies when necessary
P
Senior Executive Committee
Board of Directors
Examination of important individual projects, evaluation of investment details based on investment evaluation criteria
Verification and evaluation of risks, etc. (Create/attach evaluation report)
Deliberation
Resolution
Business execution
D
Confirmation of status for each individual project after investment (every six months)
Implementation Department
Risk Management Department
Risk Management Committee
C
A
Board of Directors
Status report/countermeasure planning execution
• Strategy attainment status
• Investment recovery (synergy) status/outlook
• Determine whether or not there is a conflict with the withdrawal consideration criteria
• State of project progress
• Changes in major risks

Internal Control System

Chubu Electric Power reviews its internal control system for improvements with regard to the matters prescribed in "Systems for Ensuring Proper Conduct of Business Operations," which prescribes the underlying principles of internal control system improvements, and implements necessary changes from time to time in view of, among others, changes in the business environment. The status of the design and the operation of the internal control system is reported annually to the Board of Directors.

Chubu Electric Power Grid and Chubu Electric Power Miraiz also have established and properly design and operate their own "Systems for Ensuring Proper Conduct of Business Operations" in the same manner as Chubu Electric Power. With regard to internal controls at the Group level, Chubu Electric Power has established a department that oversees Group companies, which is responsible for the formulation of management strategies and policies concerning Group companies and the business administration of them. In addition, our Internal Audit Office conducts internal audits of Group companies by providing support to help Group companies design and operate their internal controls.

As part of our responses to the reporting system for internal controls over financial reporting under the Financial Instruments and Exchange Act, we have developed and operate mechanisms to visualize, verify, and assess important processes related to financial reporting.

Information on Shareholdings

[Investment securities classification standards and approach]

The Company classifies investment securities held for the purpose of receiving profits solely from changes in the value of shares or dividends related to shares as investment stocks for pure investment purposes and other investment securities for purposes other than pure investments as investment stocks for purposes other than pure investment.

[Investment securities for purposes other than pure investment]

● **Holding policies, methods for verifying the rationality of holdings, and contents that have been verified by the Board of Directors, etc. concerning the appropriateness of holding shares of individual companies**

The Company holds only those listed shares judged to contribute to raising the Group's corporate value from a medium- to long-term perspective, such as those companies that contribute to the business operations of the Company and the development of the region. Every year, the Board of Directors verifies the suitability of holding listed policy stocks after considering economic rationality and the significance of holding these.

● Number of issues and amounts recorded on the balance sheets

	Number of issues (issues)	Total amount recorded on the balance sheets (million yen)
Unlisted stocks	122	90,016
Stocks other than unlisted stocks	26	68,139

(Stocks for which the number of shares increased in the current fiscal year)

	Number of issues (issues)	Total acquisition price for the increased number of shares (million yen)	Reasons for the increase in the number of shares
Unlisted stocks	2	241	Investment to improve the corporate value of the Group
Stocks other than unlisted stocks	—	—	—

(Stocks for which the number of shares decreased in the current fiscal year)

	Number of issues (issues)	Total selling price related to the decrease in the number of shares (million yen)
Unlisted stock	18	41
Stocks other than unlisted stocks	2	402

(Note) Stocks for which the number of shares increased or decreased in the current fiscal year do not include stocks that fluctuated due to reverse stock splits, stock splits, stock transfers, stock swaps, or merger, etc.

[Investment securities held for pure investment purposes]

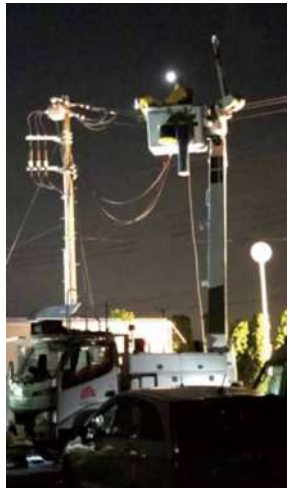
No applicable shares

Please see the securities report for details on individual stocks held. Web Chubu Electric Power's securities report (Japanese version only)

Business Continuity

Basic ideas of business continuity

1. The Group designs facilities to be highly disaster-resistant and carries out appropriate maintenance.
2. The Group develops a disaster management system to promote early restoration of service and ensure public security, while maintaining and improving response capabilities through drills.
3. The Group makes appropriate use of new findings in its constant improvement efforts for a safer and more stable energy supply.



Emergency power transmission by power generation vehicles

Tsunami protection measures of substation buildings (floodwall equipment)

Fuel transportation drills with the Japan Ground Self-Defense Force

* This is the photo taken at the time of the photo shooting. The symbol mark in the photo differs from the current one.

Actions to continue operations during major disasters

Creating Business Continuity Plans (BCPs)

In order to secure its operations that must be continued during major disasters, the Chubu Electric Power Group maintains and improves its ability to deal with emergencies by making BCPs and continually improving its Business Continuity Management (BCM) framework.

Building facilities that can withstand disasters

In order to assure stable supply even during large-scale disasters, such as an earthquake or a typhoon, Chubu Electric Power has built facilities that can withstand disasters based on earthquake and wind resistance measures and the multiplexing of facilities.

Against Nankai Trough earthquake

With due consideration to the estimates of damages and changes made to the disaster prevention measures by the national and local governments, Chubu Electric Power is pushing forward with facility upgrades against a major earthquake and tsunami that is expected to occur once every 100 to 150 years based on points of view of restoring power as soon as possible and maintaining public safety. Major facility upgrades were completed by the end of FY2020.

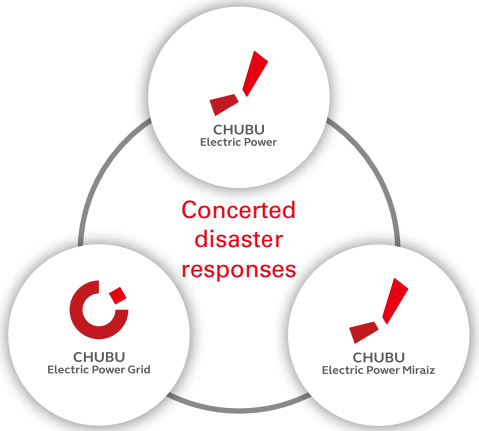
In addition, Chubu Electric Power is pushing forward with necessary measure also against an earthquake and tsunami of the maximum magnitude that could occur theoretically although the probability of occurrence is extremely low, based on the point of view of maintaining public safety (minimizing damage).

Improving the disaster prevention system

Chubu Electric Power completed a split off of its divisions into Chubu Electric Power Grid and Chubu Electric Power Miraiz in April 2020, and these three companies would together establish an emergency task force to implement disaster responses when a disaster occurs or is predicted to occur.

We have allocated various disaster-prevention materials and equipment to each workplace in advance, including power generation vehicles and portable substations for emergency power transmission and emergency communications methods, such as satellite communication networks. In addition, in order to further maintain and improve our ability to cope with disasters, we have repeatedly carried out drills to cope with disasters by strengthening coordination with external organizations, such as local governments and the Japan Ground Self-Defense Force.

● Disaster prevention system after split offices



CSR-conscious Procurement

The Chubu Electric Power Group has established the Chubu Electric Power Group Basic Procurement Policy consisting of six sections including "Ensuring full compliance" and "Ensuring safety" to ensure CSR-conscious procurement, in addition to ensuring quality and lower cost in procurement activities.

We explain the contents of the policy to our business partners and request them to practice CSR as our partners with which we aim together for mutual development before starting transactions.

Chubu Electric Power Group Basic Procurement Policy

1 Total Compliance
(1) We perform our work duties in strict compliance with all laws, rules and corporate ethics.
(2) We practice respect for human rights (prohibit child labor and forced and compulsory labor, avoid discrimination, etc.), carefully manage personal and confidential information, protect intellectual property rights, and so on.

2 Safety Assurance
Understanding that safety takes priority over all else, we endeavor to prevent occupational accidents and injuries and ensure public health and safety.

3 Mitigate Environmental Burden
Cooperating with our suppliers, we work to mitigate environmental burden by practicing green procurement, among other measures, and help to build and establish a recycling society.

4 Open Door Policy
We provide access to both Japanese and foreign companies, based on our open door policy, so that we may do business with suppliers with superior technical expertise who can provide quality products and satisfactory service.

5 Fair and Honest Procurement
We transact fair and honest business in the procurement of materials, equipment and so on, basing our decisions on economic rationality while assessing each supplier comprehensively for its prices, product quality, performance, safety, ability to meet delivery and construction deadlines, after-sale service, technical expertise, production capacity, business administration, safety management system and stance on corporate social responsibility (CSR), among others.

6 Work in Partnership
(1) At Chubu Electric, we regard each of our suppliers as an important partner with whom we seek mutual growth.
(2) Through open communication and fair and sincere transactions with our partner suppliers, we form stronger trust-based relationships and seek to cooperate with our suppliers to contribute to the sustainable development of society.

What We Ask of Our Partners

1 Total Compliance
(1) Comply with all laws, rules and corporate ethics
(2) Practice respect for human rights (prohibit child labor and forced and compulsory labor, avoid discrimination, etc.)
(3) Carefully manage personal and confidential information
(4) Protect intellectual property

2 Safety Assurance
(1) Build an internal control system concerning safety and provide appropriate training to personnel
(2) Practice thorough safety management when working onsite (prevent occupational accidents and injuries, ensure public health and safety, ensure hygiene, and promote health)

3 Mitigate Environmental Burden
(1) Build an internal control system concerning the environment and provide appropriate training to personnel
(2) Promote green procurement to contribute to low carbon and preserve biodiversity
(3) Suggest ways to make materials, equipment, construction methods, etc. more eco-friendly (energy conservation, recycling, and so on)
(4) Build a sustainable society through efficient use of resources and water

4 Endeavor to Cut Costs
(1) Endeavor to cut costs after first ensuring quality, performance, safety, etc.
(2) Provide materials, equipment and construction services at competitive prices
(3) Suggest ways to reduce costs of materials, equipment, construction methods, etc.

5 Maintain and Improve Quality and Provide Good Service
(1) Maintain and improve quality, performance, safety and technology
(2) Rigorously observe delivery and construction deadlines
(3) Respond promptly in the event of emergencies or disasters
(4) Improve after-sales service
(5) Thoroughly implement risk management
(6) Develop new technology and services that can create new values

6 Work in Partnership
(1) Practice fair and sincere trade with Chubu Electric
(2) Share comments, suggestions, etc., concerning our procurement practices

Initiatives for our business partners

The Chubu Electric Power Group actively discloses information to its business partners and strives to enhance communications with them. At the beginning of each fiscal year, we hold procurement overview briefing sessions to explain CSR-conscious procurement practices, such as management initiatives and efforts to ensure thorough compliance, in addition to disclosing relevant information, such as procurement plans. In November 2020, Chubu Electric Power announced "Declaration of Partnership Building" and in doing so declared it will make concentrated efforts for coexistence and mutual prosperity and new collaboration throughout its supply chain as well as ensure compliance using desirable trading practices with parent enterprises (main subcontracting enterprises) and subcontractors.

Chubu Electric Power also provides various types of training for staff of procurement operations to ensure permeation of the Chubu Electric Group Basic Procurement Policy and compliance with laws, regulations, and corporate ethics. In working to prevent corruption and improve its partnerships, Chubu Electric Power also undertakes self-checks of its behavioral attitudes toward business partners and others and implements questionnaires for its business partners.

Intellectual Property

The results that the Chubu Electric Power Group produces in its business activities are important intellectual properties. Because of the drastic changes and growing complexity of the surrounding business environment, it is imperative in the power industry to strategically create, use, and protect these important intellectual properties to grow sustainably as a total energy service corporate group.

For this reason, Chubu Electric Power has set forth the following policy on intellectual property and conducts intellectual property activities as outlined below.

Policy on intellectual property

- Create intellectual properties that enhance corporate value
- Safely protect and effectively use intellectual properties
- Respect the intellectual property rights of others

	Conferences, etc.	Details of initiatives
Chubu Electric Power	Visiting consultation by in-house patent attorney	An in-house patent attorney visits our main business divisions around once per week to provide support for ensuring intellectual property is reliably protected by rights, avoiding intellectual property risk, and raising awareness about intellectual property.
	Intellectual property seminars	Enlightenment concerning the creation of intellectual property and improving the consciousness of preventing infringements on the intellectual property rights of others
	e-Learning	Courses for all employees focusing on basic knowledge about intellectual property and more practical operations
Chubu Electric Power Group companies	Intellectual Property Information Exchange Committee	Various types of education for all 22 group companies concerning intellectual property and sharing information

Released patents*

As part of its intellectual property activities and for the purpose of using its patents effectively and in a manner to contribute to local communities, Chubu Electric Power operates a program to release its patents (fee-based) to those companies that desire to use them.

* A released patent is one that the patent holder intends to release (license) to a third party

Web Chubu Electric Power Group Released patents (Japanese version only)

Introducing Case Studies of Solutions Developed in Collaboration with Customers

Confectionery drying equipment

The production of baked confectioneries such as shrimp senbei (rice crackers) faces a host of problems. These include long drying time (about 50 minutes) that leads to a deterioration in the rice cracker flavor and the dropping and cracking of rice crackers during delivery for seasoning. Chubu Electric Power's technology significantly shortens drying times and prevents the deterioration of flavor as well as the cracking of confectionery by using "drying with infrared rays and hot air," "cooling with a blower fan," and "seasoning with a sponge roller."

Silicone resin coating spray device

Silicone resin coating methods consist of brushing and spraying. However, when using the spraying method, the silicone composition and the hardener are not uniformly mixed and quality is inconsistent, with a main problem being that thick application is difficult due to hardening from the surface owing to a reaction with humidity in the air.

Chubu Electric Power's technology enables uniform and thick silicone coating by utilizing a silicone resin mixed solution that uniformly mixes the silicone composition and hardening agent and by using compressed air containing moisture for spraying while also inducing a hardening reaction.

Released Patents Matching Fair 2019 (the photo is from the fair held on November 15, 2019)

Ensuring Compliance Management

The biggest underlying factor that determines the survival and development of a company is the trust it garners from its customers, hosting communities, shareholders, and society at large.

Based on the Chubu Electric Power Group CSR Declaration, the Chubu Electric Power Group established the Chubu Electric Power Group Basic Compliance Policy on the belief that "without compliance, there is no trust, and without trust, there is no growth." As we are strongly conscious of the fact that being totally compliant is the foundation of management, we foster a corporate culture of action in accordance with compliance requirements and aim to be a "good corporate citizen" that is highly trusted and supported.

Web Chubu Electric Power Group Basic Compliance Policy

Compliance promotion system

Chubu Electric Power, Chubu Electric Power Grid, and Chubu Electric Power Miraiz each established the Compliance Committee with the president of each company acting as the committee chairman.

Under the leadership of the committee, the company constructed its compliance promotion system based on the principle of autonomy and coordination and is conducting various enlightenment activities.

Under the oversight of the Chubu Electric Power Group Compliance Council, made up of top management of the Group companies, the Chubu Electric Power Group is promoting compliance within the entire Group by having each Group company introduce their own compliance promotion systems to conduct enlightenment activities.

Web Chubu Electric Power Group Compliance Promotion System

Initiatives to raise compliance consciousness

The Chubu Electric Power Group is working to raise the levels of compliance consciousness and knowledge of employees at all levels by providing them with seminars and training on compliance with laws and regulations, internal rules, and corporate ethics. Individual employees are also asked to self-examine their behavior based on the four questions to ensure compliant behavior.

Behavior Check points: Four questions

- Are you acting in accordance with your conscience?
- Is your behavior consistent with public decency?
- Are you turning a blind eye to compliance violations around you?
- Can you speak about your behavior openly to anybody around you?

Anti-bribery and anti-corruption initiatives

The Chubu Electric Power Group established the Chubu Electric Power Group Anti-Bribery and Anti-Corruption Policy in November 2019 based on the Chubu Electric Power Group Basic Compliance Policy.

Based on this policy, each Compliance Committee regularly confirms that there has been no inappropriate giving or receiving of money or other items of value. The Chubu Electric Power Group Compliance Council also confirms that appropriate measures are taken at each company based on status reports submitted by each company.

Additionally, in FY2020 we reviewed the existing Checklist Regarding Behavioral Approach Toward Business Partners giving consideration to the above policy and the problem of inappropriate receipt of money and gifts at other companies and implemented a self-check targeting all employees and held discussions at each workplace based on the results of this check.

Concerning the prevention of bribes to foreign public officials, Chubu Electric Power regularly convenes the Committee for the Prevention of Bribes to Foreign Public Officials, with the vice chairman of the Chubu Electric Power Compliance Committee serving as committee chief, and are building and operating a system for the prevention of bribery in collaboration with Chubu Electric Power, Chubu Electric Power Grid, Chubu Electric Power Miraiz and group companies.

Furthermore, Chubu Electric Power will strictly refrain from any actions that could cause doubts about the appropriateness of its business activities and will make efforts to maintain sound political and government relationships.

Web Chubu Electric Power Group Anti-Bribery and Anti-Corruption Policy

Web System for prevention of bribes to foreign public officials (Japanese version only)

Helplines—Points of contact for compliance queries

We operate helplines at Chubu Electric Power, Chubu Electric Power Grid, Chubu Electric Power Miraiz to prevent illegal, unfair, and unethical acts, including corruption such as excessive entertainment, gift giving, etc., and ensure compliance. This serves as a point of contact for employees, temporary workers, and business partners with concerns about compliance issues.

FY2020 Inquiries
73 calls

Additionally, we are enhancing the consultation system by setting up the Chubu Electric Power Group Joint Helpline and independent consultation desks at each group company.

In responding to consultations, each president declares the protection of the consulters and thoroughly enforces confidentiality under the helpline regulations and the terms of the Chubu Electric Power Group Joint Helpline and respects the requests of consulters regarding the queries. Anonymous consultations are also accepted.

Consultations covered by the helpline are broader than those stipulated in the Whistleblower Protection Act. In terms of protecting callers as well, we are implementing measures that comply with the Act.

● Helpline

Callers		Contacts	
Chubu Electric Power Chubu Electric Power Grid Chubu Electric Power Miraiz	• Employees • Temporary workers • Business partners, etc.	Chubu Electric Power Helpline Chubu Electric Power Grid Helpline Chubu Electric Power Miraiz Helpline	Each company's • Compliance Committee Secretariat • Attorney-at-law office
Chubu Electric Power Group companies	• Employees • Temporary workers • Business partners, etc.	Chubu Electric Power Group Joint Helpline	• Chubu Electric Power Group Compliance Council Secretariat • Attorney-at-law office
		Contacts at each Group company	* There are some companies that have not set up a contact.

Main activities in FY2020

- Convened Compliance Council
- Convened the Chubu Electric Power Group Compliance Council

Web The Chubu Electric Power Compliance Council (Japanese version only)

Web Chubu Electric Power Grid Compliance Council (Japanese version only)

Web Chubu Electric Power Miraiz Compliance Council (Japanese version only)

● Implemented governance and compliance reviews
Mori Hamada & Matsumoto Law Office performed interviews with the management of Chubu Electric Power, Chubu Electric Power Grid, Chubu Electric Power Miraiz and with auditors (including external directors and external auditors), and then provided feedback on the results, with the aim of objectively evaluating the appropriateness, soundness, and validity of management's awareness of and behavioral attitudes toward governance and compliance.

● Implemented questionnaire targeting group company employees
We implemented a questionnaire survey to confirm awareness and behavior regarding compliance and reported the results to the Compliance Council. In FY2021, we plan to implement questionnaires targeting employees of Chubu Electric Power, Chubu Electric Power Grid, and Chubu Electric Power Miraiz.

● Self-checks of behavioral attitude
We implemented self-checks for all employees regarding the behavioral attitude toward our business partners and held discussions at each workplace based on the results.

● Various types of educational activities * Details are shown in the table on the right.

Compliance education

In FY2020, we enhanced education on harassment prevention as well as on anti-bribery and anti-corruption.

Training by rank	● We provided explanations regarding anti-bribery and anti-corruption in training for newly appointed officers. ● We implemented compliance education as a curriculum for new employee training, new chief training, training for employees prior to appointment as managers, and new manager training (organized by the Human Resources Promotion Group).
Education for compliance managers	● We implemented the following training for compliance managers at Chubu Electric Power and group companies. • Training for newly appointed compliance instructors (2 times total) • Case method training (4 times total) • Harassment -prevention training (1 time total) ● We provided workplace compliance education tools (training materials, others) to the compliance managers at Chubu Electric Power and group companies. ● We provided information on compliance every month.
Educational activities for all employees	● We provided learning tools*(basic knowledge, case studies, discussion materials, etc.) related to compliance on the website of the internal Compliance Council. ● We created a summary of inappropriate incidents (6 cases) that occurred at other companies, made these known to all employees and compliance managers of group companies, and posted these on the Compliance Council website. * All employees engage in autonomous activities in their workplaces while making reference to these learning tools.

FY2020 The Chubu Electric Power Group Compliance Council

MESSAGE

Furuta Shinji
Senior Managing Executive Officer
General Manager of Safety & Health Promotion Office and Business Service Division

Chubu Electric Power will continually work to "establish an environment where employees can devote themselves to their work in a safe and healthy way while achieving self-realization through their jobs."

To ensure the Group is chosen by customers and continues to sustainably develop, we believe it is essential to create an environment in which diverse human resources can develop their abilities and play active roles while assuring the health and safety of employees.

Safety and health not only serve as our management foundation but also represent priority management matters. We will foster a culture of safety and promote health management to establish a system that allows "our colleagues to devote themselves to their work in a safe and healthy way."

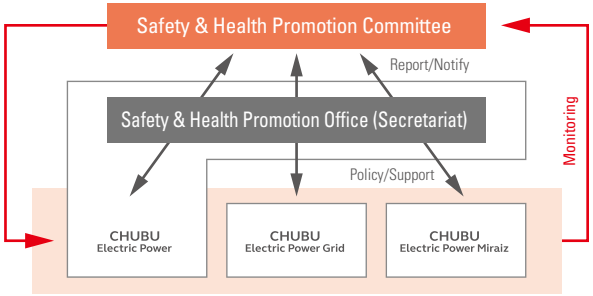
In addition, we also focus on providing training and a work environment where all human resources, including women, the elderly, and the challenged (persons with disabilities), can perform and find it easy to work (can play active roles). At the same time, using the spread of the new coronavirus infection as an opportunity, we reviewed various systems to put into practice "New Workstyles" more than ever before. Chubu Electric Power will continue efforts to create workplaces where each and every one of our human resources can work energetically and flexibly.

Safety and Health

Building a structure to encourage "the fostering of a culture of safety" and "the promotion of health management"

Establishment of the Safety & Health Promotion Committee

The Safety & Health Promotion Committee, comprising management including the Presidents of Chubu Electric Power, Chubu Electric Power Grid, and Chubu Electric Power Miraiz, the labor unions, outside experts, and other members, is held periodically to promote initiatives on safety and health.



Formulation of the Basic Safety and Health Policy and the Safety and Health Principles of Action

The Basic Policy articulates Chubu Electric Power's policy to create a better environment so that our work colleagues can devote themselves to their work in a safe and healthy way and they can work actively and the Principles of Action represent a specific code of conduct for executives and employees to foster a corporate culture and workplace atmosphere that values people in order to materialize the Basic Policy.

Chubu Electric Power Group
Basic Safety and Health Policy

Our basic safety and health policy, which is based on the Chubu Electric Power Group CSR Declaration, is stated below.

We will continue to endeavor
to create a better environment
so that employees can devote themselves
to their work in a safe and healthy way
and achieve self-ful¬fillment through their work.

Safety and Health Principles of Action

All executives and employees with the unwavering conviction,
"all injuries can be prevented" and
"we will remain healthy throughout our lives,"
will act in the following manner at all times:

(1) Praise actions for safety and health and hold dialogues.
(2) Utilize the lessons learned from the successes and failures of our colleagues in our own actions.
(3) Identify, promptly mitigate, and manage all possible risks.
(4) Improve measures both for people (awareness, education and training, and rules) and for objects (facilities and equipment).
(5) Collaborate with business partners for safety and health.
(6) Act safely even after working hours and strive to maintain and enhance health.

Chubu Electric Power will continue to implement measures and make investments for safety and health.

Initiatives to prevent all injuries

Holding seminars for senior management

From FY2019, executives and the heads of departments, as leaders for fostering a culture of safety, are taking part in safety seminars by outside specialists. At the seminar, the participants, as the leaders of the organization, take part in months-long, ongoing learning of the approach to safety and how to concretely express them in action, and proactively put them into practice. In FY2020, 20 executives attended these seminars.

Seminar for senior management ▶

Holding safety contests

Chubu Electric Power holds company-wide safety contests with the participation of the Company's management, employees, and managers of our subcontractors. Through the contests, Chubu Electric Power shares with the subcontractors, who are our business partners, the strong commitment of "safety takes priority over all else" and makes efforts to proactively practice safety activities.

FY2019 safety contest ▶

Create a better environment so that employees can devote themselves to their work in a healthy way

Promotion of health management

The company has established a system capable of promoting employees' health even after the split off, and Chubu Electric Power, Chubu Electric Power Grid, and Chubu Electric Power Miraiz are joining together to promote initiatives for health management.

Since FY2019, "free-of-charge mandatory comprehensive medical checkups" have been rolled out, which has led to the early prevention and early detection of serious illnesses and based on the checkup results, detailed health guidance is being given to all employees by the industrial health staff. We also periodically hold "Health Promotion Events" such as fitness level tests and walking during the lunch break, to raise awareness of health.

As mental health measures, we carry out timely seminars and training for each level of employee, while effectively utilizing the results of stress checks to improve the workplace environment. We have also been adopting new workstyles as the norm. These workstyles involve the utilization of remote work and flexible working hours that do not assume the previous style of attendance in person. In conjunction, we have been periodically monitoring the behavioral changes of the employees as a result of such new workstyles and their effects on the minds and bodies of the employees, thereby building a new type of industrial health.

Through these initiatives for health management, we will continue to strive to create a better environment where employees can devote themselves both mentally and physically to their work in a healthy way.

Health guidance based on the results of comprehensive medical checkups

Stretching at a workplace

● Initiatives for "strengthening health management" by the three Chubu Electric Power companies

FY2019	FY2020	FY2021
Free of-charge comprehensive health examinations for all employees and health guidance based on the results	Provided free-of-charge measles antibody tests and paid for vaccination costs	Free-of-charge gastroscopy and cancer screening (breast cancer, cervical cancer, prostate cancer)
Established a management council specializing in safety and health	Paid for smoking cessation treatment costs and provided assistance from a point-based welfare selection menu	Implemented prohibitions on smoking during working hours and in principle prohibited smoking on work premises

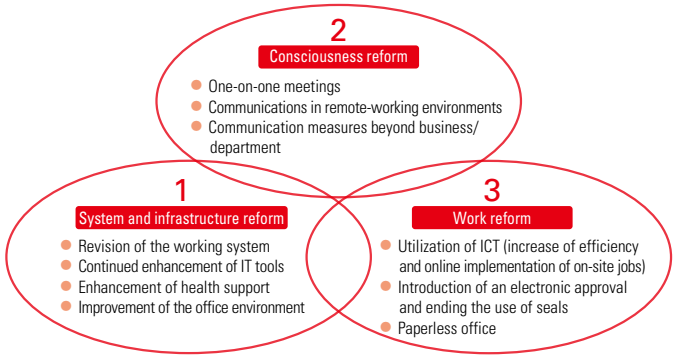
Activities to deepen employees' understanding of the Safety & Health Principles of Action

In order to deepen employees' understanding of the Safety & Health Principles of Action at the workplace, we have rolled out dissemination activities (seminars in the form of facilitation) to the heads of the departments, who serve as key persons in the safety and health activities, to support the enhancement of the awareness for health and safety and behavioral changes.

New Workstyles

With the goal of achieving the Chubu Electric Power Group Management Vision, we believe that the simultaneous achievement of both Diverse Human Resources Playing Active Roles and Higher Efficiency and Quality of Work is the most important challenge we face. To do this, we are creating an environment and system that encourages employees to work energetically and flexibly in ways that achieve a healthy life-work balance through the prevalence of new workstyles, which allows employees to flexibly combine diverse workstyles and work in an optimal environment.*

* Based on the understanding that life (the foundation for living) is the prerequisite for employees to work actively, the Chubu Electric Power Group is working to realize life-work balance and create a working environment that enables this.


2
Consciousness reform
One-on-one meetings
Communications in remote-working environments
Communication measures beyond business/ department
1
System and infrastructure reform
Revision of the working system
Continued enhancement of IT tools
Enhancement of health support
Improvement of the office environment
3
Work reform
Utilization of ICT (increase of efficiency and online implementation of on-site jobs)
Introduction of an electronic approval and ending the use of seals
Paperless office
Three reforms and main tasks

Revision of the working system

In April 2021, we reviewed the working system to enable employees to combine diverse workstyles flexibly to lead prosperous, satisfactory lives and increase their productivity. The review resulted in the abolishment of core time which restricted employees' use of flextime. Employees are able to request intermittent work schedules from their direct superior. Our employees are now able to work from home up to half of the working days of the month. They are able to more flexibly combine diverse workstyles to work from home, come to the office, or go on business trips.

NEW **Abolishment of core time**
Start and finish times can be chosen flexibly.

NEW **Intermittent work is available!**
Employees are able to leave work for fixed periods of time, for reasons such as childcare, education, outpatient treatment, and caregiving.
* Time taken for personal reasons, including travel time, is not included in working hours.

NEW **Employees can work from home, come to the office, or go on business trips**

Utilization of ICT

We are establishing an ICT environment that enables the visualization of work progress and the condition of equipment at sites using cameras and sensors. We have realized new workstyles by reducing the number of times staff must be sent to sites, increasing efficiency and promoting remote working.

You can see sites from wherever you are.

Raku Moni Camera

The camera is used on many different sites to enable employees to easily see the situation on-site even from a distant location.

Wearable camera

Remote support for work/ video-based education

You can see changes at a site!

Raku Moni (IoT)

A variety of sensors are used to collect information for the visualization of conditions and changes.

Human-presence sensor in a visitor booth

Booth vacancies are displayed visually.

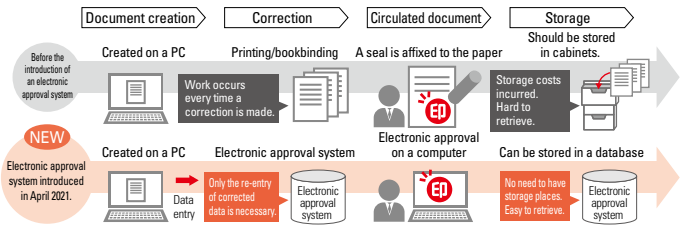
One-on-one meetings

Communications between employees and their superiors will be more important as workstyles become more flexible. This is why we introduced one-on-one meetings companywide in April 2021. Employees and their superiors frequently engage in one-on-one dialogue to provide opportunities for employees to frankly discuss events in their personal lives and business matters with their superior to ensure they feel secure. Staff are expected to reflect on their work, learn, and grow through the opportunity.

Electronic approval and ending the use of seals

Chubu Electric Power, Chubu Electric Power Grid, and Chubu Electric Power Miraiz introduced an electronic approval system in April 2021. This is the electronification of approval processes at the three companies.

They are working to end the use of seals for documents other than approvals. This helps reduce the time and resources necessary for the creation of documents and the affixing of seals and increases efficiency.


Document creation
Correction
Circulated document
Storage
Should be stored in cabinets.
Before the introduction of an electronic approval system
Created on a PC
Printing/bookbinding
A seal is affixed to the paper
Work occurs every time a correction is made.
Storage costs incurred. Hard to retrieve.
Electronic approval on a computer
NEW
Electronic approval system introduced in April 2021.
Created on a PC
Electronic approval system
Can be stored in a database
Data entry
Only the re-entry of corrected data is necessary.
Electronic approval system
No need to have storage places. Easy to retrieve.
Electronic approval system

Respect for Human Rights and Promoting Diversity

In January 2020, the Chubu Electric Power Group announced the Chubu Electric Power Group Basic Human Rights Policy based on international human rights norms to realize a society in which all human rights are respected.

Based on the Basic Policy, we will continue to implement various measures that will maximize the abilities of diverse human resources and enhance our corporate value.

Chubu Electric Power Group Basic Human Rights Policy

The Chubu Electric Power Group respects and supports the Universal Declaration of Human Rights and other international human rights norms.

1. Respect for human rights
We respect the human rights of all people engaged in business activities, and we refuse to be involved in any human rights violations.

2. Prohibition on discrimination and harassment
We do not discriminate or engage in harassment on the basis of race, nationality, origin, creed, gender, sexual orientation, gender identity, social status, lineage, disability, or other distinctions in any aspect of our business activities.

3. Respect for basic labor rights
We respect the freedom of employees to associate and their right to engage in collective bargaining. In addition, we do not engage in forced labor or child labor in any form.

4. Promotion of diversity
We make use of a diverse workforce and provide opportunities for our employees to fully demonstrate their capabilities.

5. Human rights education and awareness
We provide systematic and continuing education and opportunities to learn about human rights so that our employees may develop a correct understanding and greater awareness.

Activities for human rights education and awareness

Chubu Electric Power, Chubu Electric Power Grid, and Chubu Electric Power Miraiz established the Companywide Human Rights Education Committee to plan and carry out educational activities regarding human rights every year. To ensure the respect of human rights within the entire group, the Chubu Electric Power Group human rights education liaison meeting attended by the department managers of group companies was held in March 2021. External lecturers were invited, and participants shared the educational activities of the group companies.

Diversity promotion goals

We set new goals for FY2020 to further promote diversity.

Targets (FY2025):

- Number of female managers: **More than triple** from FY2014
- Male employee childcare leave rate: Leave-taking rate of **30% or more**

To achieve these goals, we have established a career development training scheme for people of specific ages and in specific positions and for employees in the phases of their lives where they are raising children, a child-raising/caregiving leave system, and a family support leave system that employees can use when any family member is sick/injured.

Promoting employment of the challenged

Including those working at our special subsidiary Chuden Wing Co., Ltd. (established in 2001), about 350 challenged employees are working in our Group in various fields (as of June 2021).

Since its establishment, Chuden Wing has been involved in printing services, sales of novelty products, gardening work, and the like. In order to create more employment opportunities for mentally and intellectually challenged people, Chuden Wing engages in new businesses, such as clerical assistance work, cleaning work, and training assistance work.

From FY2019, we commenced the pilot production for the commercialization of the hydroponic-cultivation of strawberries. In FY2020, we have developed new business fields including starting a coffee shop.

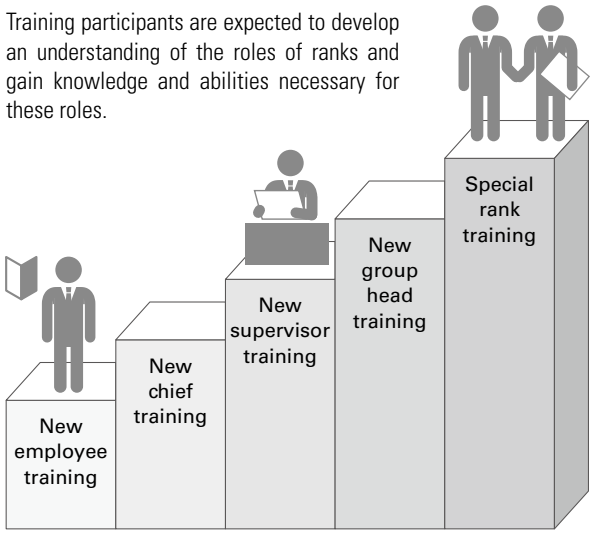
Activities for Developing Human Resources

As the business environment undergoes drastic changes, we are systematically establishing a development curriculum such as stratified training to foster human resources who are capable of understanding the Chubu Electric Power Group Mission, management challenges, stance, and values, and putting them into action. We have also adopted online seminars to conduct seminars that align with diverse workstyles.

Web Human Resources (Diversity): Developing Human Resources (Japanese version only)

Training by rank

Training participants are expected to develop an understanding of the roles of ranks and gain knowledge and abilities necessary for these roles.



The training program is intended to help reform participants awareness of their position as a new member of society, the basic ways of working, and their understanding of the history of electric power business, our mission, and the management issues of an energy provider. At the end of the training program, each team presented what they believed was important as employees of Chubu Electric Power.

Diversity training

As part of our promotion of diversity, we mainly focus on training to promote the development of female employees' careers and male employees' involvement in housework/child-raising.

- Seminars for balancing work with childcare and nursing care
- Female chief career development training
- Self-setup training, and other training

Strategic human resource development training

To create new value in new business fields, we provide training to develop skills related to strategic planning and finance.

Next-generation leader development training

We are training next-generation leaders who are able to anticipate the value the Company will provide and develop and execute new strategies from a long-term perspective for an uncertain future.

Asano Junya
Corporate Management Division

I was able to learn again the importance of staying alert to change in the world and of understanding things from a medium- and long-term perspective without limiting my thinking to the traditional thinking of the Company. I feel participants were able to have a broader perspective after taking the time to dig into a single theme.

Practical training

We provide technical knowledge and skill training relating to the department's business.

We also provide the training enabling participants to learn common skills that increase efficiency and improve the sophistication of operations.

IT literacy training

Mizuno Katsushi
IT system center

We provide training on the use of tools to increase the efficiency and sophistication of data-based businesses and the use of collaboration tools for the new workstyles that have emerged during the COVID-19 pandemic.

We will continue to provide useful tools for business and training in light of environmental changes.

Personal development support

We leverage a range of systems to support personal growth to enable employees to obtain qualifications and skills highly related to their work.

- Correspondence courses
- Qualification acquisition support system
- Domestic study-exchange program
- Groups for improving business skills

TOPICS

Selected for 2021 Certified Health & Productivity Management Organizations

The Ministry of Economy, Trade and Industry and Tokyo Stock Exchange, Inc. selected the Company to be one of the 2021 Certified Health & Productivity Management Organizations to promote the sharing of information about health management. The Company was the only business in the electricity and gas industries that was selected.

The selection of Certified Health & Productivity Management Organizations is intended to promote businesses' health management. The system selects businesses that excel in health management from the businesses listed on Tokyo Stock Exchange and presents them as businesses that are attractive to investors emphasizing the improvement of corporate value from a long-term perspective.

We will continue to promote health management to increase our competitiveness.

Selected for 2021 Certified Health & Productivity Management Organizations

TOPICS

Workplace COVID-19 vaccination

The Company is cooperating in the acceleration of vaccination efforts and the reduction of the burdens being borne by local communities in consideration of the national government's COVID-19 workplace vaccination policy. We are vaccinating people at workplaces to contribute to efforts to control the COVID-19 coronavirus. The goal of the workplace vaccination program is to vaccinate the employees of Chubu Electric Power, Chubu Electric Power Grid, Chubu Electric Power Miraiz and the business partners of the group companies. The people working to ensure the stable supply of energy or in customer support positions will be the first to be vaccinated, followed sequentially by others.

Workplace vaccination venue

Workplace vaccination program

External assessment regarding human resources

We have received high ratings from both the national and local governments regarding our overall efforts for our human resources. These efforts include efforts for diversity including the utilization of our female employees, support for employees raising children, and health man-agement support.

Management that utilizes diversity	**Ministry of Economy, Trade and Industry:** • Best 100 Companies in Diversity Management (FY2014) **First company in the electric power industry**
Promoting the utilization of women	**Ministry of Health, Labour and Welfare:** • "Eruboshi" certification (from FY2016 to date) **First company in Aichi Prefecture to receive this certification** • Award for Excellent Equal Opportunity / Work and Family Life Balance Companies (Promotion of equal opportunity section) • Excellence Award of the Director of the Aichi Labour Bureau (FY2013) **Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange:** • Nadeshiko Brand (FY2015) **First company in the electric power industry** **Aichi Prefecture:** • Aichi Josei Kagayaki Company (Aichi Women's Career Success Supporting Company) (from FY2016 to date) **Nagoya:** • Received the Female-friendly Company Award (from FY2010 to date)
Support for working parents	**Ministry of Health, Labour and Welfare:** • Platinum Kurumin certification (from FY2021) **Aichi Prefecture:** • Family-Friendly Company Award (FY2010) **Nagoya:** • Received the Award for Excellence of Childcare Support Company (from FY2009 to date) • Received the Award for Work-life Balance Promotion Company (FY2018) **Shizuoka Prefecture:** • Received the Award for Childcare Support Company (FY2018)
Health Management	**Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange** • 2021 Certified Health & Productivity Management Organizations

Financial and Non-Financial Highlights

FY2020 Financial Status

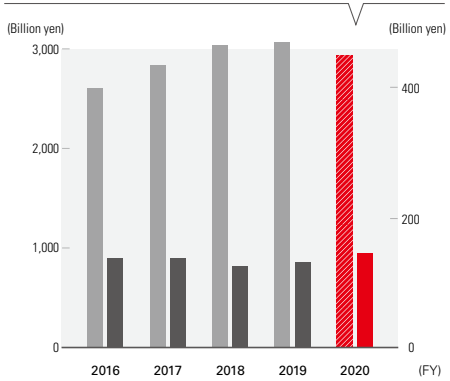
Regarding the status of income and expenditures for FY2020, operating revenues amounted to 2,935.4 billion yen, a decrease of 130.5 billion yen compared to the previous fiscal year. Ordinary income came to 192.2 billion yen, a year-on-year increase of 0.4 billion yen. Ordinary income after excluding the time-lag impact incurred by the fuel cost adjustment system amounted approximately to 169.0 billion yen.

As for the year-end dividend for FY2020, based on the shareholder return policy of pursuing continued stable dividends while considering profit growth, we have decided to pay 25 yen per share, the same amount as the interim dividend.

Financial (Consolidated) ▶P78

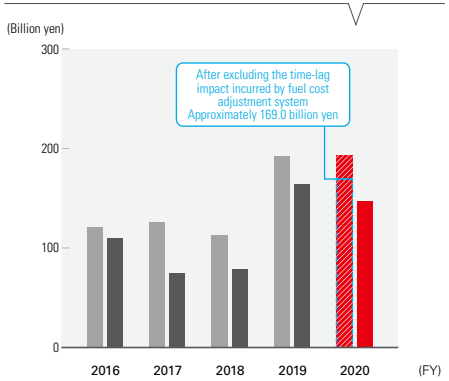
Operating Revenues/Operating Income

Operating Revenues (left) **2,935.4** billion yen
Operating Income (right) **145.6** billion yen



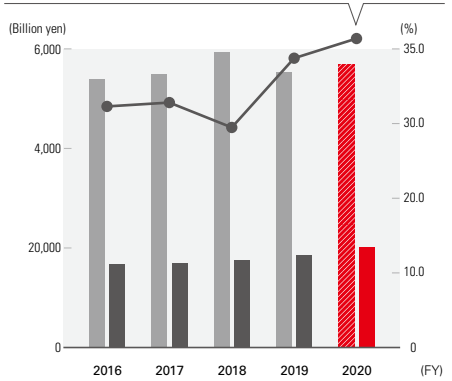
Ordinary Income/Net Income Attributable to Shareholders of the Parent Company

Ordinary Income **192.2** billion yen
Net Income Attributable to Shareholders of the Parent Company **147.2** billion yen



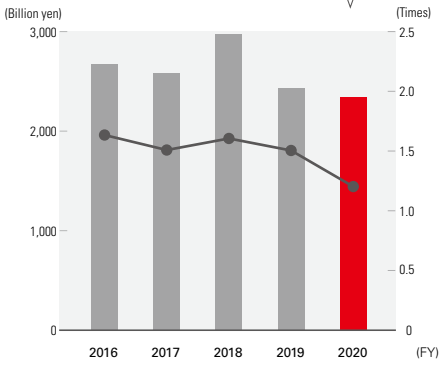
Total Assets/Shareholders' Equity/ Shareholders' Equity Ratio

Total Assets (left) **5,686.3** billion yen
Shareholders' Equity (left) **2,031.1** billion yen
Shareholders' Equity Ratio (right) **35.7**%



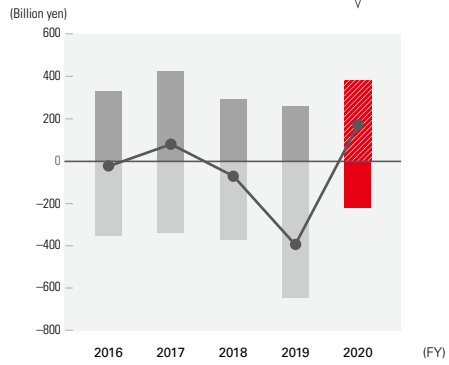
Outstanding Interest-Bearing Debt/ Debt-to-Equity Ratio

Outstanding Interest-Bearing Debt (left) **2,333.6** billion yen
Debt-to-Equity Ratio (right) **1.2** times



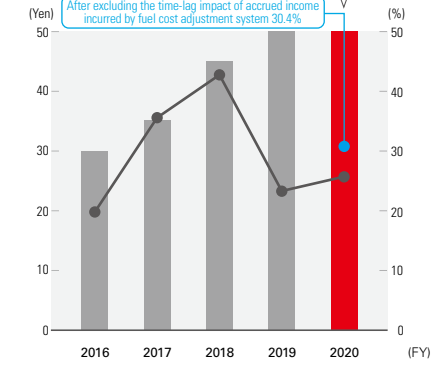
Cash Flows from Operating Activities/ Cash Flows from Investing Activities/Free Cash Flow

Cash Flows from Operating Activities **384.1** billion yen
Cash Flows from Investing Activities **-215.8** billion yen
Free Cash Flow **168.3** billion yen



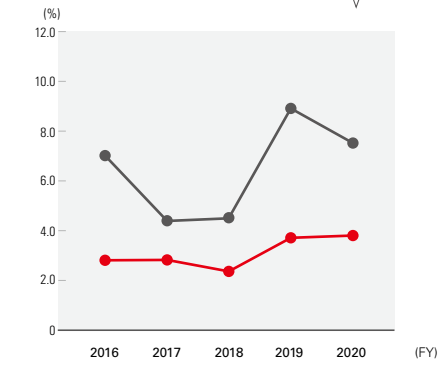
Dividends per Share/ Consolidated Payout Ratio

Dividends per Share (left) **50** yen
Consolidated Payout Ratio (right) **25.7**%



Return on Assets (ROA)/ Return on Equity (ROE)

ROA **3.8**%
ROE **7.5**%



Non-financial

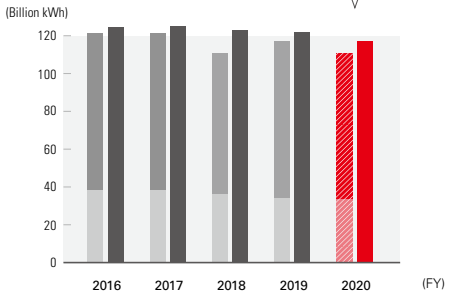
Business activities

Electric energy sold

▶P41

Continuing to aim for 130 billion kWh in the late 2020s

Chubu Electric Power Miraiz Low voltage (mainly for households) / Group total
Chubu Electric Power Miraiz High voltage/extra-high voltage (mainly for industries and businesses)
Chubu Electric Power Miriz total **110.7** billion kWh **117.1** billion kWh

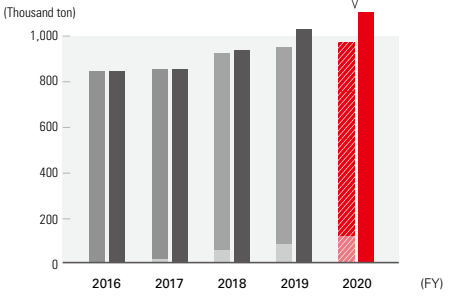


Sales of gas and LNG

▶P41

Aiming to expand to 3 million tons by the late 2020s

Chubu Electric Power Miraiz (mainly for households) / Group total
Chubu Electric Power Miraiz (mainly for industries and businesses)
Chubu Electric Power Miriz total **970** thousand ton **1,110** thousand ton



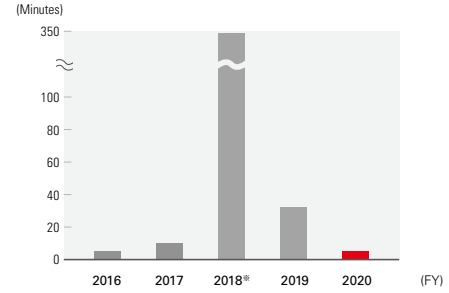
* Full liberalization of the retail market for gas from 2017

Annual average of failure/ outage time per household

▶P43

Striving to maintain the lowest outage duration time in the world

5 minutes



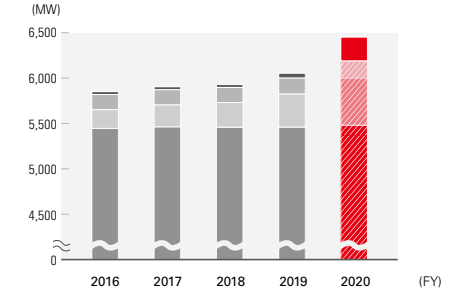
* The figure worsened due to repeated typhoon damage in summer 2018.

Developed renewable energy

▶P45

Actively promoting the development of renewable energy

Hydroelectric power (Including pumped storage power) / Solar / Wind power / Biomass
5,480 MW **520** MW **190** MW **260** MW



* Amount at the end of each fiscal year in Chubu Electric Power Group (in case of joint development, only equity ownership output is included).
Hydroelectric power includes pumped storage power generation.
Co-fired power with biomass fuel at Hekinan Thermal Power Station is not included.

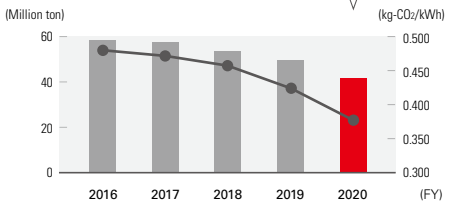
Environmental

CO_2 emissions/ Emission intensity in electrical energy sales

▶P19

Reducing CO_2 emissions from electricity sold to customers by more than 50% by 2030, compared to FY2013.

CO_2 emission (left) / CO_2 emission intensity (right)
41.74 million ton **0.377** kg-CO_2/kWh



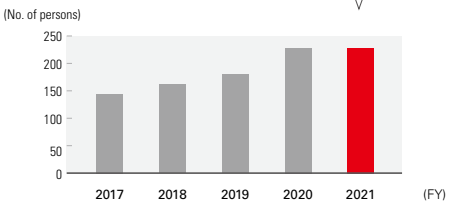
Human resources

Number of women in managerial positions

▶P72

We expect to achieve the target of "3 times or more the number of women in managerial positions in FY2025, compared to FY2014."*1

229
(As of July 2021)



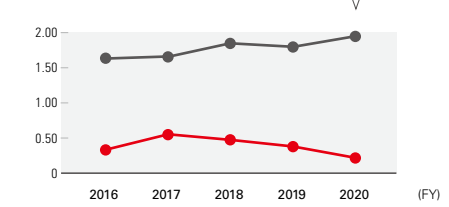
*1 103 *2 As of July 1 in each FY

Industrial accident frequency*

▶P69

We aim to eliminate industrial accidents.

Chubu Electric Power **0.21** Entire industry **1.95**



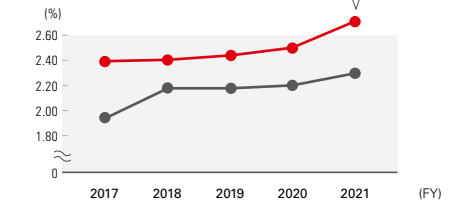
* Accident frequency: Number of persons killed or seriously injured (with at least one day of leave) by industrial accidents per million working hours.

Disabled persons employment ratio/ Legally designated employment ratio

▶P72

We continue to exceed the legally designated employment ratio.

Disabled persons employment ratio **2.74**% Legally designated employment ratio **2.30**%
(As of June 2021)



* As of June 1 in each FY

Five-Year Operating Statistics

The company's fiscal year (FY) is from April 1 to March 31 of the following year.

Electrical Energy Sold

(GWh)

	FY2016	FY2017	FY2018	FY2019	FY2020
Low voltage	38,773	38,787	36,371	34,628	33,877
High voltage/Extra-high voltage	83,048	82,644	81,886	82,618	76,852
Total Electrical Energy Sold	121,821	121,431	118,257	117,246	110,729
Reference (1): Electrical Energy Sold including group companies*1	124,168	125,309	123,602	122,542	117,145
Reference(2): Electrical Energy Sold to other companies*2	6,234	7,872	11,060	4,453	10,354

Chubu Electric Power Miraiz Co., Inc. succeeded Chubu Electric Power's retail electricity business from April 2020. Accordingly, the sum of Chubu Electric Power Miraiz Co., Inc., accounted for under the equity method.

* The sum of Chubu Electric Power Miraiz Co., Inc., consolidated subsidiaries, and affiliates accounted for under the equity method.

Generated Power

(GWh)

Hydroelectric	8,573	8,549	8,526	8,707	8,253
Thermal *	110,217	108,046	103,969	—	—
Nuclear	(251)	(255)	(260)	(248)	—
Renewable Energy	43	46	67	110	417
Total Generated Power	118,582	116,386	112,304	8,568	8,669

* There are no results for thermal internally generated power after FY2019, as Chubu Electric Power's fuel receiving/storage and gas transmission businesses, as well as the existing thermal power generation and other businesses (hereinafter referred to as "thermal power generation and other businesses"), were succeeded by JERA Co., Inc. through an absorption-type company split, effective April 1, 2019.

Generating Capacity

(MW)

Hydroelectric	5,450	5,459	5,459	5,459	5,463
Thermal	24,034	25,470	24,376	—	—
Nuclear	3,617	3,617	3,617	3,617	3,617
Renewable Energy	37	39	39	39	88
Total Generating Capacity	33,138	34,585	33,491	9,115	9,168

* There are no results for thermal internally generated power after FY2019, as Chubu Electric Power's thermal power generation and other businesses were succeeded by JERA Co., Inc. through an absorption-type company split, effective April 1, 2019.

Number of Employees

(number of persons)

Consolidated	30,635	30,554	30,321	28,448	28,238
Nonconsolidated	16,632	16,461	16,086	14,363	3,092*

* On April 1, 2020, Chubu Electric Power Miraiz Co., Inc. succeeded Chubu Electric Power's retail electricity business and Chubu Electric Power Grid Co., Inc. succeeded Chubu Electric Power's general transmission and distribution businesses. As a result, the number of nonconsolidated employees decreased by 11,271 from the end of the previous fiscal year.

Five-Year Financial Statistics (Consolidated)

(Millions of Yen)

	FY2016	FY2017	FY2018	FY2019	FY2020
For the year ended March 31:					
Operating Revenues	2,603,537	2,853,309	3,035,082	3,065,954	2,935,409
Operating Income	136,443	136,505	125,924	130,832	145,694
Ordinary Income	121,483	128,532	112,929	191,803	192,209
Income before Income Taxes	152,156	105,195	112,929	210,895	192,308
Net Income Attributable to Owners of Parent	114,665	74,372	79,422	163,472	147,202
Depreciation	255,692	267,828	256,465	178,171	182,663
Capital Investments	345,688	343,743	327,120	242,646	255,953
At the end of the year ended March 31:					
Total Assets	5,411,487*	5,529,408*	5,987,526	5,500,815	5,686,348
Net Assets	1,724,713	1,791,942	1,844,362	1,962,065	2,103,684
Shareholders' Equity	1,685,267	1,729,742	1,778,495	1,894,393	2,031,166
Outstanding Interest-Bearing Debt	2,674,771	2,595,635	2,981,181	2,425,067	2,333,625
Stock Ratios:					
Net Income —Basic (Yen/Share)	151.43	98.24	104.96	216.11	194.65
Net Assets (Yen/Share)	2,225.66	2,285.87	2,350.52	2,504.68	2,686.12
Cash Dividends (Yen/Share)	30	35	45	50	50
Consolidated Payout Ratio (%)	19.8	35.6	42.9	23.1	25.7
Financial Indicators and Cash Flow Data:					
Shareholders' Equity Ratio (%)	31.1	31.3	29.7	34.4	35.7
ROA (Return on Assets) (%)	2.7	2.8	2.4	3.7	3.8
ROE (Return on Equity) (%)	7.0	4.4	4.5	8.9	7.5
Cash Flows from Operating Activities	335,063	424,159	296,406	255,896	384,148
Cash Flows from Investing Activities	(360,232)	(344,467)	(368,361)	(647,622)	(215,813)
Cash Flows from Financing Activities	21,069	(88,670)	337,260	(5,851)	(141,121)
Cash and Cash Equivalents at End of Period	293,953	284,888	550,060	147,576	174,909

Note: As Chubu Electric Power's thermal power generation and other businesses were succeeded by JERA Co., Inc. through an absorption-type company split, effective April 1, 2019, the management targets for FY2019 have been changed compared to that from FY2016 to FY2018.

* The "Partial Amendments to Accounting Standard for Tax Effect Accounting (ASBJ. Statement No. 28, February 16, 2018)" etc. has been applied since the start of FY2018. The amounts regarding FY2016 and FY2017 are applied this accounting standard retroactively. For detail, please refer to the financial statement report.

ESG-Related Indicators

				Units	FY2016	FY2017	FY2018	FY2019	FY2020
Environmental (E)	Realization of a carbon-free society	CO_2 adjusted emissions base (After reflecting CO_2 credits, etc.)*1 (Basic emission base)		kg-CO_2/kWh	0.480 (0.485)	0.472 (0.476)	0.452 (0.457)	0.424 (0.431)	0.377 (0.406)
		CO_2 emissions (After reflecting CO_2 credits, etc.)*1 (Basic emission base)		10 thousand t-CO_2	5,850 (5,908)	5,736 (5,785)	5,339 (5,407)	4,969 (5,056)	4,174 (4,494)
		Total greenhouse gas (GHG) emissions (Scope 1)★*2		10 thousand t-CO_2	5,798	5,640	5,313	6	11
		Total greenhouse gas (GHG) emissions (Scope 2)★		10 thousand t-CO_2	7	7	6	19	17
		Total greenhouse gas (GHG) emissions (Scope 3)★*2		10 thousand t-CO_2	*4	1,054	1,071	6,133	5,273
		Total energy consumption★*2		GWh	*4	244,878	225,695	467	1,279
	Coexisting with nature	SOx emissions*2		t	3,258	3.854	3.686	—	*3
		NOx emissions*2		t	8,281	7,446	7,312	—	79
		Fresh water use (used for nuclear, thermal and biomass power generation)*2		10 thousand m^3	1,144	1,135	1,047	11	21
		Total water intake (including seawater and freshwater)★*2 *5		Million m^3	*4	*4	68,843	52,365	50,585
		Total emissions (including seawater and freshwater)★*2 *5		Million m^3	*4	*4	68,835	52,365	50,585
	Creating a recycling society	Amount of waste generated★*2 *6		10 thousand tons	142.5	132.5	156.8	3.6	4.3
		Industrial waste, etc., recycling rate★*2 *6		%	99.8	99.7	99.7	97.2	97.2
Social (S)	Customer	Annual average failure/outage time per household		minutes	5	10	348*7	32	5
		Customer Center	Calls received	1 thousand calls	3,364	3,618	3,866	3,556	3,122
			Response rate	%	84	83.9	81.6	88.7	93.2
	Shareholders and investors	Institutional investors/analysts	Financial results/ Management plan briefing	sessions	2	2	3	2	2
			Facility tour	tours	6	5	3	1	0*8
		Private investors	Company briefing	sessions	8	8	6	7	0*9
		Shareholders	Facility tour	tours	13	17	19	23	0*9
	Human resources	Number of employees★	All	persons	16,632	16,461	16,086	14,363	14,180
			Male		14,750	14,602	14,233	12,624	12,447
			Female		1,882	1,859	1,853	1,739	1,733
		Average age★	All	years old	41.8	42.6	42.8	42.4	42.5
			Male		42.0	42.8	43.0	42.5	42.6
			Female		40.1	41.0	41.3	41.0	41.3
		Years of service★	All	years	20.9	22.1	22.3	21.4	21.4
			Male		21.2	22.4	22.6	21.7	21.6
			Female		18.4	19.6	19.9	19.2	19.6
		Number of newly-recruited employees★*10	All	persons	380	406	398	392	417
			Male		321	338	332	328	341
			Female		59	68	66	64	76
		Number of people in the position★*10, *11	All	persons	5,942	5,945	5,940	5,943	5,914
			Male		5,809	5,800	5,778	5,762	5,685
			Female		133	145	162	181	229

				Units	FY2016	FY2017	FY2018	FY2019	FY2020
Social (S)	Human resources	Ratio of persons leaving their jobs ★*10, *12	All	%	0.60	0.62	0.67	0.69	0.63
			Male		0.41	0.49	0.56	0.56	0.54
			Female		2.04	1.66	1.45	1.61	1.21
		Ratio of mid-career recruitment for regular workers★*13		%	5.4	6.2	3.1	1.7	2.5
		Hours worked per employee★*14		hours	2,015	1,981	1,991	1,966	1,969
		Number of days taken as paid annual leave per person★*14		days	15.0	15.5	15.9	17.3	15.2
		Number of persons taking childcare leave★	Male	persons	10	9	19	23	43
			Female		182	185	200	197	204
		Ratio of persons taking childcare leave★	Male	%	2.4	2.1	4.2	5.6	11.1
			Female		100	100	100	100	100
		Number of persons taking nursing care leave★	Male	persons	2	1	5	4	3
			Female		2	1	1	1	1
		Ratio of employees who are physically/mentally challenged★*15		%	2.32	2.39	2.40	2.44	2.50
		Industrial accident frequency★		—	0.33	0.55	0.46	0.38	0.21
		Number of industrial accidents (Chubu Electric Power employees)★*16		accidents	113	84	99	77	79
		Number of industrial accidents (Contractors)★		accidents	58	72	60	39	45
		Number of fatal accidents (Chubu Electric Power employees)★		accidents	0	0	0	0	1
		Number of fatal accidents (Subcontractors, outsourced)★		accidents	1	2	0	0	1
	Social contribution activities	On-demand Classes (Number of times conducted)★		times	428	368	321	277	105*8
		Number of visitors to the Electricity Museum		persons	243,722	294,832	315,010	308,278	18,125*8
Governance (G)	Corporate governance structure	Number of Directors*17		persons	12	12	12	12	9
		Number of Corporate Auditors*17		persons	5	5	5	5	5
		Number of External Directors*17		persons	2	2	2	3	3
		Number of Female Directors*17		persons	1	1	1	1	1
		Number of Board of Directors meetings		Number of meetings	14	14	13	14	14
		Number of Board of Corporate Auditors meetings		Number of meetings	14	13	14	15	17
	Ensuring compliance management	Number of queries received via the Helpline★*18		queries	45	47	65	74	73
	Fair and equitable transactions	Number of inquiries received from suppliers★		inquiries	61	74	53	54	39
	Intellectual property	Number of patents owned★		patents	571	565	542	482	464

★ The values for the individual Chubu Electric Power companies are listed up to FY2019 and the total combined values for three companies consisting of Chubu Electric Power, Chubu Electric Power Grid, and Chubu Electric Power Miraiz companies are listed for FY2020. (In 2020, Chubu Electric Power split off its power transmission and distribution businesses into Chubu Electric Power Grid and its sales business into Chubu Electric Power Miraiz.)

*1 Reflects adjustments involved in CO_2 emission credits, non-fossil fuel energy certificates, and the FIT scheme for renewable energy obtained from the methods stipulated in the Act on Promotion of Global Warming Countermeasures.
*2 The thermal power generation business was transferred to JERA Co., Inc. from FY2019.
*3 Chubu Electric Power has confirmed that values do not exceed a previously determined standard through an agreement with the local government.
*4 Not calculated for the relevant year.
*5 Includes seawater for cooling at power plants, freshwater (river water) for hydroelectric power generation, etc.
*6 Industrial waste, etc. = Industrial waste + Valuables + Internally recycled goods
*7 The figure worsened due to repeated typhoon damage in summer 2018.
*8 Impact of the spread of new coronavirus infection (COVID-19)
*9 Implementation was postponed in view of the impact of the spread of COVID-19, and a shareholder questionnaire (Web-based format/1,900 persons responded) was implemented.
*10 Includes seconded employees and employees on leave
*11 Figures as of July 1 of each fiscal year are stated.
*12 Ratio of employees under the age of 50 who retired for personal reasons
*13 Ratio of mid-career hires versus the number of regular employees hired. The calculation method is the number of mid-career hires/the number of regular employees hired.
*14 Excluding manager supervisors
*15 The figures as of June 1 of each year are listed. Includes seconded employees, employees on leave, etc.
*16 The definition of "accidents" at Chubu Electric Power was changed in FY2012 from "when an employee receives continuous medical treatment" to "when an employee receives medical treatment."
*17 Figures as of June 30 of each fiscal year are stated.
*18 Includes inquiries from group companies

SASB INDEX

The table below outlines the achievements and status of the initiatives of the Chubu Electric Power Group based on the standard developed by the Sustainability Accounting Standards Board (SASB) for the Electric Utilities & Power Generators industry.

Since the SASB standard was created for primarily companies and markets in the United States, it includes accounting metrics that do not apply to business activities in Japan. Nonetheless, we have made efforts to disclose as much information as possible.

Topic	Accounting metric	Category	Unit of measure	Code	FY 2020 Results and Initiatives
Greenhouse Gas Emissions & Energy Resource Planning	(1) Gross global Scope 1 emissions, percentage covered under (2) emissions-limiting regulations, and (3) emissions-reporting regulations	Quantitative	Metric tons (t) CO_2-e, Percentage (%)	IF-EU-110a.1	(1) 112,577 [t-CO_2] (2) 0 [%] (There is no "regulated market" in Japan) (3) 100 [%] * Scope 1 emissions are direct emissions of GHG (CO_2, N_2O, SF6 and HFC) based on the Act on Promotion of Global Warming Countermeasures.
	Greenhouse gas (GHG) emissions associated with power deliveries	Quantitative	Metric tons (t) CO_2-e	IF-EU-110a.2	44.94 million [t-CO_2] (41.74 million [t- CO_2]) * The figure in parentheses indicates the amount of CO_2 emissions after reflecting adjustments made in relation to the renewable energy feed-in tariff system based on the Act on Promotion of Global Warming Countermeasures.
	Discussion of long-term and short-term strategy or plan to manage Scope 1 emissions, emissions reduction targets, and an analysis of performance against those targets	Discussionand Analysis	n/a	IF-EU-110a.3	Scope 1 emissions of Chubu Electric Power now amount to approximately 110 thousand tons, as we transferred the thermal power generation business to JERA in April 2019. We will work to reduce the volume by replacing all company-owned vehicles with EVs, PHVs and HVs by 2030. These exclude special vehicles for emergency and construction purposes, which are not suited for electrification. Meanwhile, CO_2 emissions related to the procurement of retail electricity from other companies make up most of Scope 3 emissions. Our target is to reduce these emissions by 50% by FY2030 from the FY2013 level (about 64.69 million tons). In FY2020, the figure was down to around 41.74 million tons as a result of the increased use of renewable energy and procuring electricity from high-efficiency thermal power plants. We will continue to undertake efforts, including further expanding the use of renewable energy, toward achieving the target.
	(1) Number of customers served in markets subject to renewable portfolio standards (RPS) and (2) percentage fulfillment of RPS target by market[2]	Quantitative	Number, Percentage (%)	IF-EU-110a.4	(1) N/A; (2) N/A * Japan's RPS law that set out RPS regulations was abolished in 2012, and we have shifted to a feed-in tariff system. * We purchase electricity generated by renewable energy at a fixed price.
Air Quality	Air emissions of the following pollutants: (1) NOx (excluding N_2O), (2) SOx, (3) particulate matter (PM_{10}), (4) lead (Pb), and (5) mercury (Hg); percentage of each in or near areas of dense population	Quantitative	Metric tons (t), Percentage (%)	IF-EU-120a.1	(1) 79 [t]*1; (2) Not disclosed*2; (3) Not disclosed*3; (4) Not disclosed*3; (5) Not disclosed*3 *1: Chubu Electric Power transferred its thermal power generation business to JERA in April 2019. Also, the figure does not include the Kamishima Internal Combustion Power Plant, which is for emergency use. *2: Not disclosed because we do not use the measurement method recommended by the SASB standard for applicable plants, including the Yokkaichi Biomass Power Plant. We have confirmed that it does not exceed the standard figure specified in advance in an agreement with the corresponding local governments. *3: Not disclosed because we do not use the measurement method recommended by the SASB standard.
Water Management	(1) Total water withdrawn, (2) total water consumed, percentage of each in regions with High or Extremely High Baseline Water Stress	Quantitative	Thousand cubic meters (m^3), Percentage (%)	IF-EU-140a.1	(1) 50,584,856 [1,000 m^3], 0 [%] * Main applications: For hydropower generation, for the biomass power plant and for maintenance of the nuclear power station (2) 86 [1,000 m^3], 0 [%]
	Number of incidents of non-compliance associated with water quantity and/or quality permits, standards, and regulations	Quantitative	Number	IF-EU-140a.2	0
	Description of water management risks and discussion of strategies and practices to mitigate those risks	Discussion and Analysis	n/a	IF-EU-140a.3	We assess water-related risks separately for nuclear power generation, hydroelectric power generation and biomass power generation. This is because our nuclear power station, hydroelectric power plants and biomass power plant are respectively located in a seashore area, in mountain areas and in an area where fuels are conveniently available, and because we need to consider the natural environment surrounding each plant and social situations. As for nuclear power generation, we had conventionally implemented facility designs and countermeasures in accordance with the national regulatory standards that take into consideration earthquakes, tsunamis and other natural disasters. The new regulatory standards, which were issued following the earthquake off the Pacific coast of Tohoku in 2011, changed the maximum height of tsunamis affecting nuclear power plants to 21.1 meters. In response, we have implemented various measures, such as installing wave protection walls that are 22 meters above sea level and raising the embankment surrounding our station to a maximum height of 24 meters. As for biomass and hydroelectric power generation, an assessment using Aqueduct, the World Resources Institute's (WRI) Water Risk Atlas tool, revealed that annual maximum water risk for our plants is Low to Medium, with some located in Low risk areas. Under national guidelines, all of our hydroelectric power plants discharge water as necessary to maintain the flow rate specified for each river. Depending on watershed areas, we also suppress an increase in downstream flood water by constructing dams with spillway gates and adjusting the volume of water discharged from these dams.
Coal Ash Management	Amount of coal combustion residuals (CCR) generated, percentage recycled	Quantitative	Metric tons (t), Percentage (%)	IF-EU-150a.1	N/A [t]; N/A [%]
	Total number of coal combustion residual (CCR) impoundments, broken down by hazard potential classification and structural integrity assessment	Quantitative	Number	IF-EU-150a.2	0
Energy Affordability	Average retail electric rate for (1) residential, (2) commercial, and (3) industrial customers	Quantitative	Rate	IF-EU-240a.1	(1) 19.98 [JPY]; (2) 13.07 [JPY]; (3) 11.15 [JPY] * Excluding consumption tax and shared charge imposed under the renewable energy feed-in tariff system and including fuel cost adjustment charge
	Typical monthly electric bill for residential customers for (1) 500 kWh and (2) 1,000 kWh of electricity delivered per month	Quantitative	Reporting currency	IF-EU-240a.2	(1) 13,114 [JPY]; (2) 26,771 [JPY] * Calculated using an "Otoku" plan (special rate plan) for 40-ampere contracts.
	Number of residential customer electric disconnections for non-payment, percentage reconnected within 30 days	Quantitative	Number, Percentage (%)	IF-EU-240a.3	(1) 147,834; (2) Number reconnected: 129,021 * Number reconnected because bill payment is confirmed within 15 days of the date of the disconnection
	Discussion of impact of external factors on customer affordability of electricity, including the economic conditions of the service territory	Discussion and Analysis	n/a	IF-EU-240a.4	According to Japan's Electricity Business Act, "A General Electricity Utility shall not refuse to supply electricity to meet general demand in its service area (excluding, however, demand at the Point of Business Commencement and Specified-Scale Demand) without justifiable grounds." As a general rule, we supply electricity if we receive a request to do so within Chubu Electric Power Grid's service area. We thus believe that every consumer is given the same opportunity to obtain energy at an affordable price and that no district within our service area is without electricity. We also recognize that external factors that impact electricity rates are shared charge imposed under the renewable energy feed-in tariff system and fuel cost adjustment charge that reflects fluctuations in the price of thermal power fuels.

Topic	Accounting metric	Category	Unit of measure	Code	FY 2020 Results and Initiatives
Workforce Health & Safety	(1) Total recordable incident rate (TRIR), (2) fatality rate, and (3) near miss frequency rate (NMFR)	Quantitative	Rate	IF-EU-320a.1	(1) Employees: 0.04 * We calculated the rate of incidents only involving employees. (2) Employees: 1; Contractor/Consignors: 1 * We show the number of cases as quantitative data in place of fatality rate since we do not use the calculation method recommended by the SASB standard. (3) Not applicable * Not disclosed because we do not use the measurement method recommended by the SASB standard.
End-Use Efficiency & Demand	Percentage of electric utility revenues from rate structures that (1) are decoupled and (2) contain a lost revenue adjustment mechanism (LRAM)	Quantitative	Percentage (%)	IF-EU-420a.1	No rate structures that are decoupled and contain an LRAM
	Percentage of electric load served by smart grid technology	Quantitative	Percentage (%) by megawatt hours (MWh)	IF-EU-420a.2	Deployment rate of smart meters in the service area Chubu Electric Power Grid: 76.7%
	Customer electricity savings from efficiency measures, by market	Quantitative	Megawatt hours (MWh)	IF-EU-420a.3	We disclose the following quantitative data instead of customer electricity savings. Integrated development solutions • Solutions designed to achieve both better quality/productivity and energy savings and to refine customers' production lines: 136 cases in FY2020 "Marutto" Chuden • Chubu Electric Power's one-stop services covering everything from design and installation to operation and maintenance of customers' facilities in response to their needs for saving energy and reducing CO_2: 77 cases since FY2020
Nuclear Safety & Emergency Management	Total number of nuclear power units, broken down by U.S. Nuclear Regulatory Commission (NRC) Action Matrix Column	Quantitative	Number	IF-EU-540a.1	5 units * Units 1 and 2 already ceased operation and are under the decommissioning process. * Units 3, 4 and 5 are under a periodic inspection and implementing safety improvement measures. * Units 3 and 4 are undergoing a review by the Nuclear Regulation Authority to confirm compliance to the new regulatory standards.
	Description of efforts to manage nuclear safety and emergency preparedness	Discussion and Analysis	n/a	IF-EU-540a.2	• Chubu Electric Power not only ensures compliance with the new regulatory standards but also addresses risks and make efforts to minimize them, and promotes voluntary and ongoing initiatives to improve safety. • We have established a framework whereby management led by the President analyzes and assesses nuclear safety risks, and monitors and appropriately deliberates the details of the safety measures. We have also established a system under which outside experts provide advice on these initiatives from a management and an on-site technical perspective. • We are strengthening risk management by expanding the scope of risk assessment to various information including the status of the equipment at the power stations and observations on the activities in order to initiate improvements before the risks actually materialize, thereby preventing incidents before they occur. • We are strengthening diverse and overlapping measures for facilities in order to prevent accidents from occurring as well as being prepared when accidents occur and taking measures to strengthen our on-site response capabilities so that the facilities function effectively. • While we promote initiatives to reduce risks by strengthening governance, risk management and facility countermeasures/on-site response capabilities, we still assume that risks will not disappear completely. Hence, we have been strengthening cooperation with the national and local governments, relevant agencies and nuclear power business operators to prepare for any nuclear disaster including the release of radioactive materials.
Grid Resiliency	Number of incidents of non-compliance with physical and/or cybersecurity standards or regulations	Quantitative	Number	IF-EU-550a.1	Not disclosed * We do not disclose this data given the risks associated with disclosure.
	(1) System Average Interruption Duration Index (SAIDI), (2) System Average Interruption Frequency Index (SAIFI), and (3) Customer Average Interruption Duration Index (CAIDI), inclusive of major event days	Quantitative	Minutes, Number	IF-EU-550a.2	(1) 5 [minutes] (2) 0.07 [number of times] (3) 71.43 [minutes/time] * Excluding the duration of work-related interruptions

Activity metric	Category	Unit of measure	Code	FY 2020 Results and Initiatives
Number of: (1) residential, (2) commercial, and (3) industrial customers served	Quantitative	Number	IF-EU-000.A	(1) 9,304 thousand; (2) 39 thousand; (3) 46 thousand * The figure for (1) represents the number of electric power meters, and there are low-pressure supply contracts in addition to the above.
Total electricity delivered to: (1) residential, (2) commercial, (3) industrial, (4) all other retail customers, and (5) wholesale customers	Quantitative	Megawatt hours (MWh)	IF-EU-000.B	(1) 29,402,432[MWh]; (2) 18,020,221 [MWh]; (3) 58,831,323 [MWh]; (4) 4,772,095 [MWh]; (5) 2,673,575 [MWh]
Length of transmission and distribution lines	Quantitative	Kilometers (km)	IF-EU-000.C	• Transmission line: Overhead - 10,650 [km]; Underground - 1,354 [km] (Line length) • Distribution line: Overhead - 130,684 [km]; Underground - 4,674 [km] (Line length)
Total electricity generated, percentage by major energy source, percentage in regulated markets	Quantitative	Megawatt hours (MWh), Percentage (%)	IF-EU-000.D	(1) 8,669 million [kWh] (2) Hydroelectric power: 95.2 [%]; Thermal power: 0; Nuclear: 0; New energy sources (solar, wind power, etc.): 4.8 [%] * Thermal power is 0 because we transferred the existing thermal power generation business to JERA in April 2019. (3) N/A * There is no "regulated market" in Japan.
Total wholesale electricity purchased	Quantitative	Megawatt hours (MWh)	IF-EU-000.E	Not disclosed * For reasons related to competition resulting from electricity market liberalization

Management Discussion and Analysis of Operating Results, Financial Standing, and Cash Flows

Analysis of Operating Results

Chubu Electric Power Miraiz Co., Inc.'s energy sold decreased by 6.5 TWh from the previous fiscal year to 110.7 TWh due to a decrease in demand for electricity resulting from the impact of coronavirus (COVID-19).

Total energy sold by Chubu Electric Power Miraiz Co., Inc., consolidated subsidiaries, and affiliates accounted for under the equity method decreased by 5.4 TWh from the previous fiscal year to 117.1 TWh.

● Electrical Energy Sold

(TWh, %)

	FY2020 (A)	FY2019 (B)	Change (A-B)	Rate of Change (A-B)/B
Low voltage	33.9	34.6	(0.8)	(2.2)
High voltage Extra-high voltage	76.9	82.6	(5.8)	(7.0)
Total	110.7	117.2	(6.5)	(5.6)

* The amount of electricity sold is the actual results for Chubu Electric Power Miraiz Co., Ltd.
* The figures are calculated for the previous fiscal year as the results for Chubu Electric Power Co., Inc. Sales Company.

Reference (1):

Electrical energy sold including group companies*	117.1	122.5	(5.4)	(4.4)

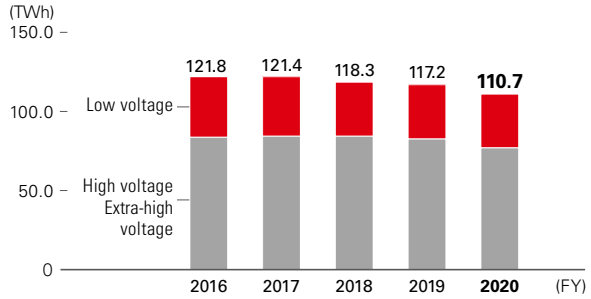
* The sum of Chubu Electric Power Miraiz Co., Inc., consolidated subsidiaries, and affiliates accounted for under the equity method.
* The figures are calculated for the previous fiscal year as the results of Chubu Electric Power Co., Inc. Sales Company, subsidiaries, and affiliates accounted for under the equity method.

Reference (2):

Electrical Energy Sold to other companies*	10.4	9.9	0.4	4.2

* The amount of electricity sold by other companies is the actual result of Chubu Electric Power Miraiz Co., Ltd.
* The figures for the previous fiscal year are calculated as the results of Chubu Electric Power Co., Inc. Sales Company.

● Electrical Energy Sold



Despite an increase in the operation of air conditioning equipment due to the impact of summer and winter temperatures, electricity demand in Chubu region decreased by 3.1 TWh. from the previous year to 123.9 TWh.

● Electricity demand in Chubu region.

(TWh, %)

	FY2020 (A)	FY2019 (B)	Change (A-B)	Rate of Change (A-B)/B
Electricity demand in Chubu region.	123.9	126.9	(3.1)	(2.4)

* Electricity demand in Chubu region is the actual results of Chubu Electric Power Grid Co., Ltd.
* The figures are calculated for the previous term as the actual results of Chubu Electric Power Co., Inc. Network Company.

In terms of operating balance, consolidated operating revenue decreased by 130.5 billion yen to 2,935.4 billion yen compared with the previous fiscal year, mainly due to a decrease in electrical energy sold caused by the impact of COVID-19.

Ordinary income increased by 0.4 billion yen to 192.2 billion yen compared with the previous year mainly due to improvement of management efficiency across the group, an increase in profit by providing electricity to outside Chubu area implemented because of the tight supply and demand this winter, an increase related to loss on divestiture of LNG in the previous consolidated fiscal year in JERA, in spite of the impact of COVID-19 (a decrease of 30.0 billion yen) such as a decrease in electricity sold, and a reduction of the time lag income incurred by fuel cost adjustment system.

Consolidated ordinary income amounted approximately to 169.0 billion yen after excluding the time-lag impact, representing a increase of approximately 16.0 billion yen compared with the previous year.

As a result, net income attributable to owners of parent decreased by 16.2 billion yen to 147.2 billion yen, compared with the previous fiscal year.

Below is the performance by segment (before elimination of inter-segment transactions) of this consolidated fiscal year.

Chubu Electric Power Miraiz Co., Inc. succeeded retail electricity business and Chubu Electric Power Grid Co., Inc. succeeded general transmission and distribution businesses. Accordingly, from the current consolidated fiscal year, the reporting segment has been changed into "Miraiz", "Power Grid" and "JERA". Moreover the segment classification of some subsidiaries and affiliates has been changed. In the following comparison with the previous consolidated fiscal year, the figures of the previous consolidated fiscal year have been reclassified to reflect these changes. Furthermore, JERA is the affiliate accounted for under the equity method so that operating revenues are not recorded.

<Miraiz>

Operating revenue from a total energy service centered on gas & electric power decreased by 242.1 billion yen to 2,418.2 billion yen compared with the previous fiscal year, mainly due to a decrease in electrical energy sold caused by the impact of COVID-19.

Ordinary income decreased by 7.2 billion yen to 38.0 billion yen mainly due to a decrease in electrical energy sold and an impact of deterioration in procurement environment by tight supply and demand this winter, in spite of the effort to reduce power procurement costs.

<Power Grid>

Operating revenue from provision of power network services increased by 91.2 billion yen to 842.8 billion yen compared with the previous fiscal year, mainly due to an increase in grant based on Act on Special Measures Concerning Procurement of Electricity from Renewable Energy Sources by Electricity Utilities and an increase in income by providing electricity to outside Chubu area implemented because of the tight supply and demand, in spite of a decrease in electricity demand in Chubu region.

Ordinary income increased by 10.8 billion yen to 58.8 billion yen mainly due to an increase of revenue by the tight supply and demand in electricity in spite of a decrease in electricity demand in Chubu region.

<JERA>

Ordinary income from fuel upstream, procurement to power generation and wholesale of electricity/gas business decreased by 5.5 billion yen to 65.6 billion yen compared with the previous fiscal year, mainly due to a reduction of time lag income and the impact of the COVID-19, in spite of

the efforts to strengthen cost competitiveness and create new revenue sources, and an increase related to loss related to divestiture of LNG in the previous consolidated fiscal year.

(Achievement status of management target)
In March 2019, Chubu Electric Power set a new medium-term business goal of "aiming to become a group that can realize a consolidated ordinary income of 170 billion yen or more in FY2021."

Consolidated ordinary income for the current fiscal year amounted approximately to 169.0 billion yen after excluding the time-lag impact.

(Assessment of Impact of coronavirus (COVID-19))
Electricity demand in Chubu region during the current fiscal year decreased by 2.4% from the previous fiscal year due to such factors as the impact of COVID-19. The impact of COVID-19 on the operating balance in the current fiscal year is as described above.

The decline in electricity demand in Chubu region bottomed out in May 2020 and demand has been on a recovery track since June onward and is exceeding the previous year's results from January to May 2021. There are some lingering uncertainties about future impacts, such as changes in social structure due to COVID-19. Nevertheless, in view of results for the current fiscal year and information received from customers, we anticipate that electricity demand in Chubu region in the next fiscal year will increase by about 2% from the current fiscal year.

However, if there is a further spreading or prolonging of COVID-19 or if the Group is unable to sufficiently anticipate changes in the social structure or other matters, financial standing, operating results and cash flow could potentially be affected.

Analysis of Financial Standing

Non-current assets increased by 150.6 billion yen from the previous consolidated fiscal year to 5,044.8 billion yen, mainly due to an increase of long-term investments in subsidiaries and associates by posting JERA profits.

Current assets increased by 34.9 billion yen from the previous consolidated fiscal year to 641.4 billion, mainly due to an increase of cash and deposits.

Total liabilities increased by 43.9 billion yen from the previous consolidated fiscal year to 3,582.6 billion yen, mainly due to an increase of accrued taxes and account payable.

Total net assets increased by 141.6 billion yen to 2,103.6 billion yen from the end of the previous consolidated fiscal year, mainly due to allocating net income attributable to owners of parent, in spite of paying cash dividends.

As a result, the shareholders' equity ratio was 35.7%.

Analysis of Cash Flows

Cash flow from operating activities increased by 128.2 billion yen to 384.1 billion yen compared with the previous fiscal year, due to receiving of a dividend from JERA.

Cash flow from investment activities decreased by 431.8 billion yen to -215.8 billion yen from the previous fiscal year, mainly due to paying adjustments to JERA and expenditures for the purchase of shares of Eneco in the previous fiscal year.

As a result, free cash flow increased by 560.0 billion yen to 168.3 billion yen from the previous fiscal year.

Cash flow from financing activities decreased by 135.2 billion yen to -141.1 billion yen from the previous fiscal year due to a decrease in amount of financing.

Consequently, the amount of cash and cash equivalents at the end of fiscal year increased by 27.3 billion yen from the end of previous fiscal year.

Total outstanding interest-bearing debt at end of fiscal year under review decreased by 91.4 billion yen to 2,333.6 billion yen from the end of previous fiscal year.

With regard to capital sources and fund fluidity, the group raises equipment funds required primarily to administrate the electricity business by way of issuing corporate bonds, obtaining bank loans, etc., and gains in short-term operation funds mainly by issuing short-term corporate bonds in principle.

Capital Investments

Capital investments amounted to 255.9 billion yen in the fiscal year ended March 31, 2021 as a result of our efforts to pursue a maximum level of management efficiency, including slimming down of equipment, while securing a stable supply of electric power and public security throughout the entire Group in addition to making investments in non-fossil energy sources such as hydropower generation facilities and nuclear power facilities.

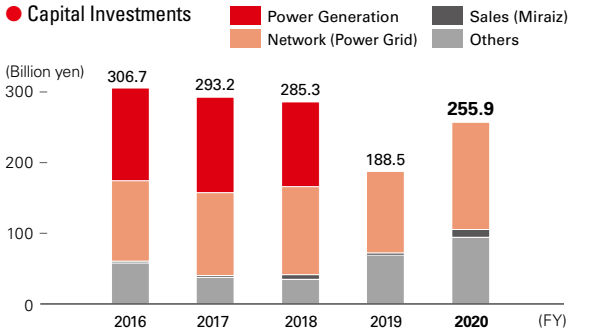
A breakdown of the capital investments by segment is below.

● Reference: FY2020 Capital Investments (Nonconsolidated) (billion yen)

Segment	Item	Capital Investments
Miraiz		11.3
Power Grid	Transmission facilities	36.1
	Substation facilities	61.0
	Distribution facilities	40.9
	Other	16.5
	Total	154.6
Other		96.7
Adjustment		(6.7)
Grand total		255.9

* The above figures do not include consumption tax.

● Capital Investments



*1. From FY2020, the Power Network segment became Chubu Electric Power Grid and the Sales segment became Chubu Electric Power Miraiz.
*2. Up to FY2019, the figures for Chubu Electric Power on a non-consolidated basis are stated and for FY2020 figures on a consolidated basis are stated.
*3. On April 1, 2019, JERA Co., Inc. took over the thermal power generation business of Chubu Electric Power through an absorption-type company split agreement. Therefore, the amounted of investment of the power generation segment after FY 2019 is not stated.
In addition, the amount of capital investment such as for renewable energy is included in "Others" from FY2019.

Business and Other Risks

Of all the variables affecting the Chubu Electric Power Group's performance and financial standing, the primary factors most likely to have a major effect on investors' decisions are listed below.

Forward-looking statements in this report are based on facts and conditions as of the date of the financial statement report (on June 28, 2021). Actual results may differ, affected by the government's future energy policy and revision of electricity business system and others.

(1) Changes in the business environment

The business environment surrounding the Chubu Electric Power Group is undergoing major changes. These include the legal unbundling of the power transmission and distribution businesses, the incremental establishment of markets and rules for vitalization of competition, the increased introduction of distributed power sources beginning with renewable energy, accelerated efforts toward decarbonization in energy policies, and the advance of digital transformation (DX).

In response to such changes in the business environment, from April 2020 the Chubu Electric Power Group began operating under a structure centering on three companies. Specifically, Chubu Electric Power Group spun off the power transmission and distribution division into Chubu Electric Power Grid Co., Inc. and the sales division into Chubu Electric Power Miraiz Co., Inc. while JERA Co., Inc. was added to these businesses.

Under this three-company structure, along with efforts to "fulfill our unwavering mission" of delivering eco-friendly, good-quality energy safely and stably at an affordable price, we also "create new value" that involves providing new services that get close to our customers and becoming a "Total energy service corporate group that is one step ahead" by providing services that are a step ahead and exceed customer expectations.

With the flow of electricity changing dramatically due to the expansion of the introduction of renewable energy, we will promote the provision of resilient and optimal energy services by deploying aggregate services that utilize distributed power sources such as power sources, storage batteries, EVs and solar power and by developing a next-generation power grid that balances wide-area utilization of power sources and the advance of local production for local consumption.

However, if there are changes in business environment surrounding the Chubu Electric Power Group, such as delays in the establishment of markets and rules or changes to systems that differ from expectations, financial standing, operating results and cash flow could potentially be affected.

(2) Response to competition

In the energy business, including electricity, competition is intensifying against a backdrop of expanding electricity transactions at variable cost equivalents through JEPX (Japan Electric Power Exchange) and price declines accompanying the mass introduction of renewable energy.

To prevail in this competition, Chubu Electric Power Miraiz will strive to procure stable and affordable electricity and gas, while deploying services that enrich the lives of its customers and support their businesses based on the keywords of "delivering," "focusing" "connecting." Specifically, in the future, in addition to electricity and gas, the company will provide services such as energy management and healthcare upon personalizing these in accordance with each customer by utilizing digital technology.

JERA optimally operates a series of value chains that extend from upstream procurement of fuel to power generation and sales of electricity and gas. At the same time, JERA will strive for efficient operation of its thermal power generation business by taking advantage of its economies of scale.

However, further intensifying competition, economic trends and temperature fluctuations could potentially affect financial standing, operating results and cash flow.

In addition, the amount of yearly precipitation affects the amount of hydroelectric power output, which impacts our power-generating costs. Chubu Electric Power, however, has set aside a reserve for fluctuation in water levels, which allows the company to make a certain adjustment against such impact with in balance of the reserve, thus limits the effect on performance.

(3) Commercialization of New Growth Field

The Chubu Electric Power Group will combine resilient and optimal energy services with data services that enrich and enhance convenience in people's lives and deliver these as a Community Support Infrastructure. Specifically, with the keywords "customer-oriented," "decarbonization," and "digitization," besides the energy business, we will accelerate the commercialization of new growth fields as we support society and the economy and provide "widening value by connecting" in fields ranging from energy saving and comfortable living environments to medical care, long-term care, watching over,, as well as the safety of people and communities such as disaster prevention and crime prevention.

In overseas business, we aim to contribute to solving social issues in each country and region and increase profits, with these efforts centering on businesses that support local communities by providing stable and affordable infrastructure services and businesses that contribute to the realization of a decarbonized society.

However, if these businesses are unable to produce the results expected by the Chubu Electric Power Group due to the progression of competition with other operators, financial standing, operating results and cash flow could potentially be affected.

(4) Global environmental conservation

Under Japan's 2050 Carbon Neutral Declaration, a review of the next energy basic plan is progressing and making efforts for global environmental conservation such as considering various policy goals is an urgent issue.

In accordance with the Chubu Electric Power Group Basic Environmental Policy, the Chubu Electric Power Group has summarized its efforts to achieve carbon neutrality as Zero Emissions Challenge 2050. Together with customers, we aim to simultaneously achieve "decarbonization" and "safety, stability, and efficiency" through innovation of the energy infrastructure. Specifically, we intend to mobilize all measures.

These include new development of renewable energy (2,000 MW or more by around 2030), the use of the Hamaoka Nuclear Power Station in a manner to prioritize safety improvements and the trust of local residents, fade-out of inefficient coal-fired power generation, further enhancement of the efficiency of thermal power generation, co-combustion of non-fossil fuels such as ammonia, sophistication and widening of supply and demand operations, and diversification of CO_2-free energy choices. In doing so, by 2030 we will reduce CO_2 emissions derived from electricity sold to customers by 50% or more compared with fiscal 2013. "Furthermore, through the practical application and adoption of innovative technologies through innovation, we will "take on the challenge of attaining net zero CO_2 emissions for our entire business by 2050."

However, if the Chubu Electric Power Group is unable to properly reform its business model based on trends in non-fossil values and technological innovation in addition to responding to future regulatory measures, financial standing, operating results and cash flow could possibly be affected.

(5) Changes in fuel and electricity prices, etc.

Regarding the group's power procurement costs, they may be affected by market price such as liquefied natural gas (LNG), coal and crude oil and fluctuations in the currency exchange market, however, the fluctuations of fuel prices within certain range could potentially be reflected in electricity rates under "Fuel-cost Adjustment System", the impact of these factors on performance should be mitigated.

Regarding fuel procurement by JERA and other group companies and electricity procurement through the market, etc. by Chubu Electric Power Miraiz and other group companies, the Chubu Electric Power Group has taken measures to diversify procurement sources and to secure flexibility. However, fuel supply-demand conditions and fuel market prices may fluctuate significantly due to, for example, supplier facility and/or operational issues and changes in political, economic, or social situation. In this case, our financial standing, operating results, and cash flow could potentially be affected due to, for example, changes in fuel procurement cost, the difference between fuel procurement price and fuel selling price, and changes in market selling/wholesale selling prices of electric power.

(6) Changes in interest rates

The balance of interest-bearing debts of the Group is 2,333.6 billion yen at the end of March 2021, an amount equivalent to 41.0% of the group's total assets. Interest payments on this debt are susceptible to market interest rates, and thus the performance could potentially be affected.

However, the impact of these debts on our financial standing, operating results, and cash flow would be limited because 87.6% of the outstanding balance of interest-bearing debts consists of long-term fund such as corporate bonds and long-term loans, and most of them were procured at fixed interest rates.

However, interest expenses on corporate bonds and borrowings procured in the future and some corporate pension assets held by the Chubu Electric Power Group will increase or decrease

due to such factors as fluctuations in interest rates and therefore our financial standing, operating results and cash flow could potentially be affected.

(7) Suspension of operation of nuclear power generation facilities

The company has suspended operation of all reactors at the Hamaoka Nuclear Power Station. Based on the new regulatory standards, the company has currently been implementing countermeasures steadily, while undergoing the Nuclear Regulation Authority's review to verify compliance with the new regulatory standards for Units 3 and 4. The company will strengthen internal systems to take action in response to reviews being conducted, and allow early confirmation that the power station conforms to the new regulations.

The major safety enhancement measures at Unit 4, related to the tsunami/earthquake countermeasures or severe accident countermeasures that have been planned after the accident at the Fukushima Daiichi Nuclear Power Station, was mostly completed. In the future as well, any additional equipment counterplan in response to the review etc. should be implemented at the earliest time possible. After Unit 4, efforts will be made to implement the countermeasures in Unit 3 based on the new regulatory standards. In parallel with specifying the method for recovery from the sea-water inflow in Unit 5, countermeasures based on the new regulatory standards will be examined, and preparations will be made for applying for the examination for verification of conformance.

Moreover, on site response focusing on the inside of the power station, such as strengthening the on-site response capabilities through education/training or by streamlining the emergency preparedness system, will continue, and in addition, efforts will be made to enhance the offsite response in preparation for nuclear disaster in the areas around the power station, by strengthening cooperation with the national and local governments, directed towards enhancing the effectiveness of emergency response including the evacuation of residents.

Since operation is suspended for all reactors at the Hamaoka Nuclear Power Station, the Chubu Electric Power Group is providing electricity using thermal power sources as an alternative. This will substantially increase power procurement costs, which coupled with other factors, is likely to exert an influence on our financial standing, operating results, and cash flow.

Depending on the continuation of the suspension of operation of the Hamaoka Nuclear Power Station to comply with the new regulatory standards or the suspension of operation of nuclear power generation facilities of other companies from which the Chubu Electric Power Group receives power supply, our financial standing, operating results, and cash flow could potentially be affected.

(8) Nuclear power back-end costs, etc.

The back-end business of nuclear power takes an extremely long time period and has many uncertainties. Rules set by the government have reduced such uncertainties, but the costs of nuclear fuel cycles, including back-end costs, may vary depending on regulatory reform like changes in estimates of future expenses (mandated and voluntary) and the operating status of reprocessing facilities. As a result, our financial standing, operating results, and cash flow could potentially be affected.

(9) Large-scale natural disasters and other disasters

The business activities of the Chubu Electric Power Group are exposed to such risks as large-scale natural disasters, such as Nankai Trough earthquake and powerful typhoon, armed attack, terrorism, outbreak of an infectious disease, and accident.

To prepare for the occurrence of such an event, the Chubu Electric Power Group has formulated a business continuity plan (BCP), is implementing precautionary measures including the formation, maintenance, and operation of facilities, and improving operating structures and conducting drills to cope with the occurrence of any such event.

Most recently, in view of the lessons learned from typhoon disasters and based on our action plan, we are working to strengthen the facility recovery capability by improving various recovery support systems, to enhance the functionality of information offering apps, to strengthen the information offering capability to our customers by refurbishing our website, and to strengthen coordination with local governments and other electric power companies. In addition, our efforts to strengthen resilience, which are made in coordination with local governments and other parties concerned, include further acceleration of trimming and culling of trees in advance and the elimination of utility poles for the preventive maintenance and cooperation in the area of flood control in anticipation of potential flood of dams used for hydroelectric power generation.

However, if any disruption of supply or destruction of facilities occurs due to a large-scale natural disaster, armed attack, terrorism, outbreak of an infectious disease, accident, and the like, our financial standing, operating results, and cash flow could potentially be affected depending on the magnitude of damage.

(10) Spread of new coronavirus infection

In response to the outbreak of new coronavirus infection, the Chubu Electric Power Group, under the principle of maintaining stable energy supply and service levels while prioritizing the safety and health of its employees and their family members, partners, and customers, is working to prevent infection and to secure backup staff in the event of emergency through such measures as the maximum use of working from home, ensuring staggered commuting under a flextime system, and the use of unmanned facilities as satellite offices.

We will further accelerate the development and provision of new services by way of, for example, Community Support Infrastructure, to resolve social issues, in due consideration of significantly changing social structures and values and behavioral patterns of individuals that include the permeation of new lifestyles such as new living styles and workstyles accompanying the spread of coronavirus (COVID-19).

However, if the effect of the new coronavirus infection (COVID-19) expands further or is prolonged or if the Chubu Electric Power Group is unable to adequately anticipate changes in the social structure, our financial standing, operating results and cash flow could potentially be affected.

(11) Information security (Economic security, information management, etc.)

For the purpose of assuring a stable supply of energy, which is an important infrastructure, in order to address risks of power supply disruption or information leakage due to threats such as a cyberattack, the Chubu Electric Power Group strengthens its governance system, pushes forward with information sharing and analysis in cooperation with other business operators and organization concerned through JE-ISAC and other forums, and is implementing various security measures and drills on an ongoing basis.

To ensure that personal information (including Specific Personal Information) and other types of information are managed properly, we have established a department dedicated to information management, established necessary internal regulations, and provides training and awareness-raising programs to employees, among other initiatives, based on related laws and regulations such as the Personal Information Protection Law.

In addition, we will take every measure to further assure security by building a more-advanced governance system, identifying and eliminating vulnerabilities in our IT systems, and strengthening operational rules through risk assessment and the analysis of assessment results.

However, if a cyberattack, an IT system deficiency or an information leakage occurs and we incur direct expenses to cope with it or suffer from a decline in social credibility as a result, our financial standing, operating results, and cash flow could potentially be affected.

(12) Compliance

The Chubu Electric Power Group strives for strict compliance by establishing the "Chubu Electric Power Group Basic Compliance Policy," which indicates a basic policy and principles of action related to compliance with laws, regulations, and social rules, and has established the "Chubu Electric Power Group Anti-Bribery and Anti-Corruption Policy" and the "Guidelines on Giving and Receiving Money and Other Items of Value" in 2019 to strengthen efforts to ensure compliance.

Under these circumstances, on April 13, 2021, Chubu Electric Power Co., Inc. and Chubu Electric Power Miraiz Co., Ltd. underwent on-site inspections by the Japan Fair Trade Commission on a suspicion of violating the Antimonopoly Act regarding the supply of special high-voltage power and high-voltage power in the Chubu region as well as the supply of low-voltage power and city gas in the Chubu region. We take this fact seriously and are fully cooperating with the Commission's investigation.

The Chubu Electric Power Group will continue to make incessant efforts to ensure full compliance by evaluating the situation on an ongoing basis and fulfilling its accountability based on the results of such evaluation.

However, if any event against compliance occurs within or in connection with the Group, the reputation of the Group may be damaged and our financial standing, operating results, and cash flow could potentially be affected.

Consolidated Balance Sheets

Chubu Electric Power Company, Incorporated and Subsidiaries As of March 31, 2021 and 2020

ASSETS	Millions of yen		Thousands of U.S. dollars
	March 31, 2021	March 31, 2020	March 31, 2021
Property, Plant and Equipment:			
Property, plant and equipment, at cost	¥10,366,869	¥10,208,521	$93,639,866
Construction in progress	382,692	387,105	3,456,712
	10,749,562	10,595,626	97,096,579
Less:			
Contributions in aid of construction	(207,754)	(204,451)	(1,876,568)
Accumulated depreciation	(7,412,829)	(7,310,834)	(66,957,177)
	(7,620,583)	(7,515,285)	(68,833,745)
Total Property, Plant and Equipment, Net	3,128,978	3,080,341	28,262,834
Nuclear Fuel:			
Loaded nuclear fuel	40,040	40,040	361,666
Nuclear fuel in processing	152,034	148,733	1,373,266
Total Nuclear Fuel	192,074	188,773	1,734,933
Investments and Other Assets:			
Long-term investments	1,527,470	1,433,614	13,797,038
Net defined benefit asset	22,517	13,627	203,393
Deferred tax assets	160,383	162,692	1,448,681
Other	17,680	15,796	159,696
Allowance for doubtful accounts	(4,208)	(558)	(38,011)
Total Investments and Other Assets	1,723,843	1,625,171	15,570,797
Current Assets:			
Cash and deposits	176,460	148,583	1,593,902
Trade notes and accounts receivable	309,272	308,452	2,793,538
Allowance for doubtful accounts	(2,099)	(885)	(18,968)
Other	157,818	150,377	1,425,512
Total Current Assets	641,452	606,528	5,793,985
Total Assets	¥ 5,686,348	¥ 5,500,815	$51,362,550

The accompanying notes to the consolidated financial statements are an integral part of these statements.

LIABILITIES AND NET ASSETS	Millions of yen		Thousands of U.S. dollars
	March 31, 2021	March 31, 2020	March 31, 2021
Noncurrent Liabilities:			
Long-term loans payable	¥1,848,661	¥1,758,950	$16,698,231
Lease obligations	60,517	52,374	546,626
Provision for loss in conjunction with discontinued operations of nuclear power plants	7,956	7,981	71,865
Net defined benefit liability	143,420	161,239	1,295,458
Asset retirement obligations	261,754	255,032	2,364,322
Other	143,860	128,927	1,299,437
Total Noncurrent Liabilities	2,466,169	2,364,506	22,275,941
Current Liabilities:			
Current portion of noncurrent liabilities	223,586	303,212	2,019,572
Short-term loans payable	262,442	274,962	2,370,535
Commercial paper	20,000	96,000	180,652
Notes and accounts payable - trade	200,397	192,715	1,810,111
Accrued taxes	88,983	30,571	803,757
Other	298,735	254,335	2,698,364
Total Current Liabilities	1,094,146	1,151,797	9,882,993
Reserve for Fluctuation in Water Levels	22,347	22,446	201,858
Total Liabilities	3,582,663	3,538,749	32,360,792
Commitments and Contingent Liabilities			
Net Assets			
Capital stock	430,777	430,777	3,891,042
Capital surplus	70,732	70,808	638,899
Retained earnings	1,472,678	1,363,241	13,302,126
Treasury shares, at cost	(2,697)	(2,474)	(24,369)
Total Shareholders' Equity	1,971,490	1,862,352	17,807,699
Accumulated other comprehensive income:			406,487
Valuation difference on available-for-sale securities	45,002	37,407	406,487
Deferred gains and losses on hedges	(435)	(13,623)	(3,930)
Foreign currency translation adjustments	11,216	13,534	101,311
Remeasurements of defined benefit plans	3,892	(5,278)	35,160
Total Accumulated Other Comprehensive Income	59,675	32,040	539,029
Noncontrolling interests	72,518	67,672	655,028
Total Net Assets	2,103,684	1,962,065	19,001,757
Total Liabilities and Net Assets	¥5,686,348	¥5,500,815	$51,362,550

The U.S. dollar amounts notes present the translating yen amounts into U.S. dollar amounts on a basis of ¥110.71 to U.S. $1.00, the prevailing exchange rate at the fiscal year-end.

For detailed information on the financial conditions of Chubu Electric Power, please see the Appendix, "Chubu Electric Power Group Report 2021 (Integrated Report) Financial Section."

Consolidated Statements of Income

Chubu Electric Power Company, Incorporated and Subsidiaries For the Years Ended March 31, 2021 and 2020

	Millions of yen		Thousands of U.S. dollars
	March 31, 2021	March 31, 2020	March 31, 2021
Operating Revenues:			
Electricity	¥2,498,070	¥2,630,228	$22,564,086
Other	437,339	435,726	3,950,318
Total Operating Revenues	2,935,409	3,065,954	26,514,405
Operating Expenses:			
Electricity	2,373,137	2,515,286	21,435,621
Other	416,577	419,836	3,762,783
Total Operating Expenses	2,789,715	2,935,122	25,198,405
Operating Income	145,694	130,832	1,315,999
Other Income (Expenses):			
Interest expense	(19,355)	(22,309)	(174,834)
Gain on change in equity	-	19,092	—
Other, net	65,871	83,281	594,989
Total Other Income (Expenses), Net	46,515	80,063	420,154
Income Before Revarsal of Reserve for Fluctuation in Water Levels and Income Taxes	192,209	210,895	1,736,154
Reversal of Reserve for Fluctuation in Water Levels	(98)	—	(893)
Income Before Income Taxes	192,308	210,895	1,737,047
Income Taxes:			
Current	46,223	28,792	417,520
Deferred	(5,126)	14,382	(46,301)
Total Income Taxes	41,097	43,175	371,219
Net Income	151,210	167,720	1,365,828
Net income attributable to noncontrolling interests	4,007	4,248	36,201
Net income attributable to owners of parent	¥ 147,202	¥ 163,472	$ 1,329,626

	Yen		U.S. dollars
	March 31, 2021	March 31, 2020	March 31, 2021
Per Share of Capital Stock:			
Net income - basic	¥194.65	¥216.11	$1.76
Cash dividends	50.00	50.00	0.45

The U.S. dollar amounts notes present the translating yen amounts into U.S. dollar amounts on a basis of ¥110.71 to U.S. $1.00, the prevailing exchange rate at the fiscal year-end.

Consolidated Statements of Comprehensive Income

Chubu Electric Power Company, Incorporated and Subsidiaries For the Years Ended March 31, 2021 and 2020

	Millions of yen		Thousands of U.S. dollars
	March 31, 2021	March 31, 2020	March 31, 2021
Net Income	¥151,210	¥167,720	$1,365,828
Other Comprehensive Income:			
Valuation difference on available-for-sale securities	8,154	1,389	73,654
Deferred gains and losses on hedges	615	2,245	5,563
Foreign currency translation adjustments	(964)	19	(8,710)
Remeasurements of defined benefit plans, net of tax	10,011	3,293	90,431
Share of other comprehensive income of entities accounted for using equity method	11,638	(15,815)	105,122
Other Comprehensive Income	29,455	(8,867)	266,061
Comprehensive Income	¥180,666	¥158,852	$1,631,890
Comprehensive income attributable to:			
Owners of parent	174,838	154,189	1,579,246
Noncontrolling interests	5,828	4,663	52,643

The U.S. dollar amounts notes present the translating yen amounts into U.S. dollar amounts on a basis of ¥108.81 to U.S. $1.00, the prevailing exchange rate at the fiscal year-end.

For detailed information on the financial conditions of Chubu Electric Power, please see the Appendix, “Chubu Electric Power Group Report 2021 (Integrated Report) Financial Section.”

Consolidated Statements of Changes in Net Assets

Chubu Electric Power Company, Incorporated and Subsidiaries For the Years Ended March 31, 2021 and 2020

	Number of shares of capital stock issued	Shareholders' equity					Accumulated other comprehensive income					Noncontrolling interests	Total net assets
		Capital stock	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity	Valuation difference on available-for-sale securities	Deferred gains and losses on hedges	Foreign currency translation adjustments	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
		Millions of yen											
Balance at April 1, 2019	758,000,000	¥430,777	¥70,798	¥1,237,605	¥(2,008)	¥1,737,172	¥35,232	¥ (2,273)	¥16,428	¥(8,064)	¥41,322	¥65,867	¥1,844,362
Dividends of surplus	—	—	—	(37,835)	—	(37,835)	—	—	—	—	—	—	(37,835)
Net income attributable to owners of parent	—	—	—	163,472	—	163,472	—	—	—	—	—	—	163,472
Purchase of treasury shares	—	—	—	—	(470)	(470)	—	—	—	—	—	—	(470)
Disposal of treasury shares	—	—	(0)	—	4	4	—	—	—	—	—	—	4
Change in equity of parent on transactions with noncontrolling interests	—	—	9	—	—	9	—	—	—	—	—	—	9
Net changes in items other than shareholders' equity	—	—	—	—	—	—	2,174	(11,349)	(2,893)	2,786	(9,282)	1,805	(7,477)
Balance at March 31, 2020	758,000,000	¥430,777	¥70,808	¥1,363,241	¥(2,474)	¥1,862,352	¥37,407	¥(13,623)	¥13,534	¥(5,278)	¥32,040	¥67,672	¥1,962,065
		Millions of yen											
Balance at April 1, 2020	758,000,000	¥430,777	¥70,808	¥1,363,241	(¥2,474)	¥1,862,352	¥37,407	(¥13,623)	¥13,534	(¥5,278)	¥32,040	¥67,672	¥1,962,065
Dividends of surplus	—	—	—	(37,834)	—	(37,834)	—	—	—	—	—	—	(37,834)
Net income attributable to owners of parent	—	—	—	147,202	—	147,202	—	—	—	—	—	—	147,202
Purchase of treasury shares	—	—	—	—	(227)	(227)	—	—	—	—	—	—	(227)
Disposal of treasury shares	—	—	(0)	(0)	4	3	—	—	—	—	—	—	3
Change in equity of parent on transactions with noncontrolling interests	—	—	(75)	68	—	(6)	—	—	—	—	—	—	(6)
Net changes in items other than shareholders' equity	—	—	—	—	—	—	7,595	13,188	(2,318)	9,170	27,635	4,845	32,481
Balance at March 31, 2021	758,000,000	¥430,777	¥70,732	¥1,472,678	(¥2,697)	¥1,971,490	¥45,002	(¥435)	¥11,216	¥3,892	¥59,675	¥72,518	¥2,103,684
		Thousands of U.S. dollars											
Balance at April 1, 2020		$3,891,042	$639,583	$12,313,626	($22,351)	$16,821,901	$337,883	($123,054)	$122,256	($47,675)	$289,409	$611,258	$17,722,569
Dividends of surplus		—	—	(341,742)	—	(341,742)	—	—	—	—	—	—	(341,742)
Net income attributable to owners of parent		—	—	1,329,626	—	1,329,626	—	—	—	—	—	—	1,329,626
Purchase of treasury shares		—	—	—	(2,059)	(2,059)	—	—	—	—	—	—	(2,059)
Disposal of treasury shares		—	(1)	(3)	41	36	—	—	—	—	—	—	36
Change in equity of parent on transactions with noncontrolling interests		—	(682)	620	—	(62)	—	—	—	—	—	—	(62)
Net changes in items other than shareholders' equity		—	—	—	—	—	68,604	119,123	(20,944)	82,836	249,620	43,770	293,390
Balance at March 31, 2021		$3,891,042	$638,899	$13,302,126	($24,369)	$17,807,699	$406,487	($3,930)	$101,311	$35,160	$539,029	$655,028	$19,001,757

The U.S. dollar amounts notes present the translating yen amounts into U.S. dollar amounts on a basis of ¥110.71 to U.S. $1.00, the prevailing exchange rate at the fiscal year-end.

For detailed information on the financial conditions of Chubu Electric Power, please see the Appendix, "Chubu Electric Power Group Report 2021 (Integrated Report) Financial Section."

Consolidated Statements of Cash Flows

Chubu Electric Power Company, Incorporated and Subsidiaries For the Years Ended March 31, 2021 and 2020

	Millions of yen		Thousands of U.S. dollars
	March 31, 2021	March 31, 2020	March 31, 2021
Cash Flows from Operating Activities:			
Income before income taxes	¥192,308	¥ 210,895	$1,737,047
Adjustments for:	182,663	178,171	1,649,925
Depreciation	9,306	9,067	84,060
Decommissioning costs of nuclear power units	7,244	6,688	65,435
Loss on retirement of noncurrent assets	(12,776)	(3,066)	(115,405)
Decrease in provision for net defined benefit liability and asset	(25)	(192)	(229)
Decrease in provision for loss in conjunction with discontinued operations of nuclear power plants	(98)	—	(893)
Interest and dividend income	(2,667)	(2,914)	(24,092)
Interest expense	19,355	22,309	174,834
Equity in net income of affiliates	(62,048)	(77,106)	(560,462)
Gain on change in equity	—	(19,092)	—
Decrease (increase) in notes and accounts receivable - trade	538	37,391	4,866
Increase in inventories	(5,080)	(14,724)	(45,891)
Increase in notes and accounts payable - trade	7,739	59,144	69,905
Other, net	82,594	(111,341)	746,048
Subtotal	419,053	295,231	3,785,147
Interest and dividend income received	20,997	6,707	189,663
Interest expense paid	(20,015)	(23,129)	(180,788)
Income taxes paid	(35,887)	(22,913)	(324,161)
Cash flows from operating activities	384,148	255,896	3,469,861

	Millions of yen		Thousands of U.S. dollars
	March 31, 2021	March 31, 2020	March 31, 2021
Cash Flows from Investing Activities:			
Purchase of noncurrent assets	(211,936)	(230,985)	(1,914,341)
Payments on investments and loans receivable	(32,391)	(450,446)	(292,577)
Collection on investments and loans receivable	12,161	15,163	109,851
Purchase of shares of subsidiaries resulting in change in scope of consolidation	(944)	—	(8,533)
Proceeds from purchases of shares of subsidiaries resulting in change in scope of consolidation	294	—	2,655
Other, net	17,003	18,646	153,583
Cash flows from investing activities	(215,813)	(647,622)	(1,949,361)
Cash Flows from Financing Activities:			
Proceeds from issuance of bonds	59,829	169,429	540,419
Redemption of bonds	(60,000)	(100,000)	(541,956)
Proceeds from long-term loans payable	226,935	105,315	2,049,814
Repayments of long-term loans payable	(228,257)	(176,528)	(2,061,760)
Proceeds of short-term loans payable	285,342	305,862	2,577,382
Repayments of short-term loans payable	(299,462)	(357,562)	(2,704,922)
Proceeds from issuance of commercial paper	271,000	349,000	2,447,836
Redemption of commercial paper	(347,000)	(253,000)	(3,134,314)
Purchase of treasury shares	(227)	(468)	(2,056)
Cash dividends paid	(37,767)	(37,747)	(341,142)
Dividends paid to noncontrolling interests	(2,508)	(2,525)	(22,661)
Other, net	(9,004)	(7,624)	(81,334)
Cash flows from financing activities	(141,121)	(5,851)	(1,274,696)
Effect of exchange rate change on cash and cash equivalents	119	10	1,081
Net increse (decrease) in cash and cash equivalents	27,332	(397,567)	246,884
Cash and cash equivalents at beginning of this period	147,576	550,060	1,333,001
Decrease in cash and cash equivalents resulting from change in scope of consolidation	—	(4,916)	—
Cash and cash equivalents at end of this period	¥174,909	¥ 147,576	$1,579,886

The U.S. dollar amounts notes present the translating yen amounts into U.S. dollar amounts on a basis of ¥110.71 to U.S. $1.00, the prevailing exchange rate at the fiscal year-end.

For detailed information on the financial conditions of Chubu Electric Power, please see the Appendix, “Chubu Electric Power Group Report 2021 (Integrated Report) Financial Section.”

Corporate Data (As of March 31, 2021)

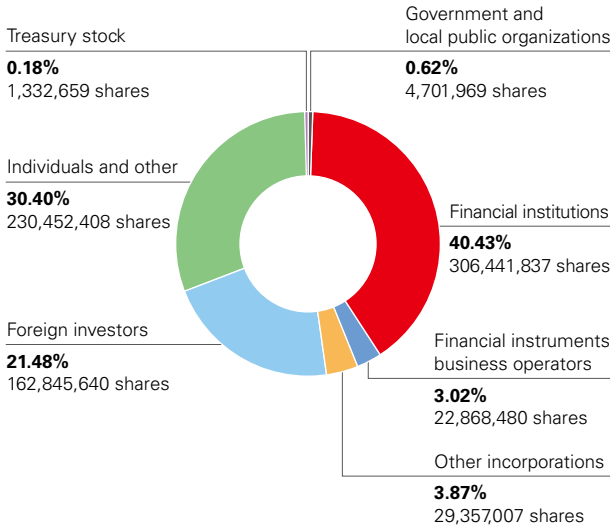
Corporate Profile

Corporate name:	Chubu Electric Power Company, Incorporated
Headquarters:	1, Higashi-shincho, Higashi-ku, Nagoya, Aichi 461-8680, Japan Tel: +81-52-951-8211 (Main)
Representative:	Hayashi Kingo, President & Director
Date of establishment:	May 1st, 1951
Capital:	¥430.7 billion
Number of employees:	3,092
Number of shares issued:	758,000,000
Number of shareholders:	238,986
Independent auditor:	KPMG AZSA LLC
Stock markets traded:	Tokyo Stock Exchange, Inc. Nagoya Stock Exchange, Inc. (Securities ID code: 9502)
Administrator of shareholder registry:	Mitsubishi UFJ Trust and Banking Corporation 4-5 Marunouchi 1-chome, Chiyoda-ku, Tokyo 100-8212, Japan

Number of Shares

Total number of authorized shares
..... 1,190 million shares
Total number of shares issued
..... 758 million shares

Composition of Shareholders



Main Business Locations

Headquarters:	1, Higashi-shincho, Higashi-ku, Nagoya, Aichi 461-8680
Shizuoka Regional Office:	2-4-1 Hontoori, Aoi-ku, Shizuoka 426-0064
Tokyo Office:	2-2-1 Uchisaiwai-cho, Chiyoda-ku, Tokyo 100-0011

Overseas Offices

Washington Office	900 17th Street, NW, Suite 1220, Washington, D.C. 20006, U.S.A. tel: +1-202-775-1960
London Office	2nd Floor, 210 High Holborn, London WC1V 7EP, U.K. tel: +44-20-7409-0142
Doha Office	4th Floor, Salam Tower, Al Corniche P.O.Box 22470, Doha-QATAR tel: +974-4483-6680

Principal Shareholders

Name	Number of shares owned (thousands)	Ownership percentage of total shares issued (%)
Custody Bank of Japan, Ltd.	92,946	12.26
The Master Trust Bank of Japan,Ltd.	70,483	9.30
Meiji Yasuda Life Insurance Company	39,462	5.21
Nippon Life Insurance Company	23,419	3.09
Chubu Electric Employees Shareholders' Association	18,802	2.48
MUFG Bank, Ltd.	13,391	1.77
Sumitomo Mitsui Banking Corporation	11,207	1.48
STATE STREET BANK WEST CLIENT - TREATY 505234	9,661	1.27
JP MORGAN CHASE BANK 385781	8,524	1.12
Mizuho Bank, Ltd.	8,242	1.09
Total	296,141	39.07

Note: The number of shares held by Japan Trustee Services Bank, Ltd. and The Master Trust Bank of Japan, Ltd. (92,946 thousands shares and 70,483 thousands shares, respectively) is related to their trust services.

Chubu Electric Power Group's Information Disclosure Tools

Broad and detailed information on the Chubu Electric Power Group's initiatives

Chubu Electric Power Group Report

Web https://www.chuden.co.jp/english/corporate/annualreport/

This report comprehensively provides the Chubu Electric Power Group's financial and non-financial information (including management strategies and CSR activities) for all stakeholders.

Chubu Electric Power Company Group Corporate Profile (Japanese version only)

Web https://www.chuden.co.jp/corporate/report/

This brochure provides a summary, initiatives and other relevant information of the Chubu Electric Power Group in a condensed manner.

More detailed and technical information

Management strategies

Chubu Electric Power Group Management Vision

Web https://www.chuden.co.jp/english/corporate/philosophy/managementvision/

The management vision redefines what value the Chubu Electric Power Group delivers to customers and society and shows our strong determination to transform ourselves further and the direction of such a transformation.

Chubu Electric Power Group initiatives pursuing our management vision

Web https://www.chuden.co.jp/english/corporate/releases/keypoint/__icsFiles/afieldfile/2021/05/19/ecom_m_plan_05.pdf

This outlines our specific initiatives toward the realization of the management vision.

Investor relations (IR) materials and information for investors

IR library

Web https://www.chuden.co.jp/english/ir/

◎Financial results
◎Management plan presentation
◎Investors' Data Book, and others

Environmental initiatives

Environmental initiatives of the Chubu Electric Power Group (Japanese version only)

Web https://www.chuden.co.jp/csr/environment/env_report/

Governance

Chubu Electric Group Corporate Governance Report (Japanese version only)

Web https://www.chuden.co.jp/corporate/governance/corpo_gaver/

Energy and nuclear power

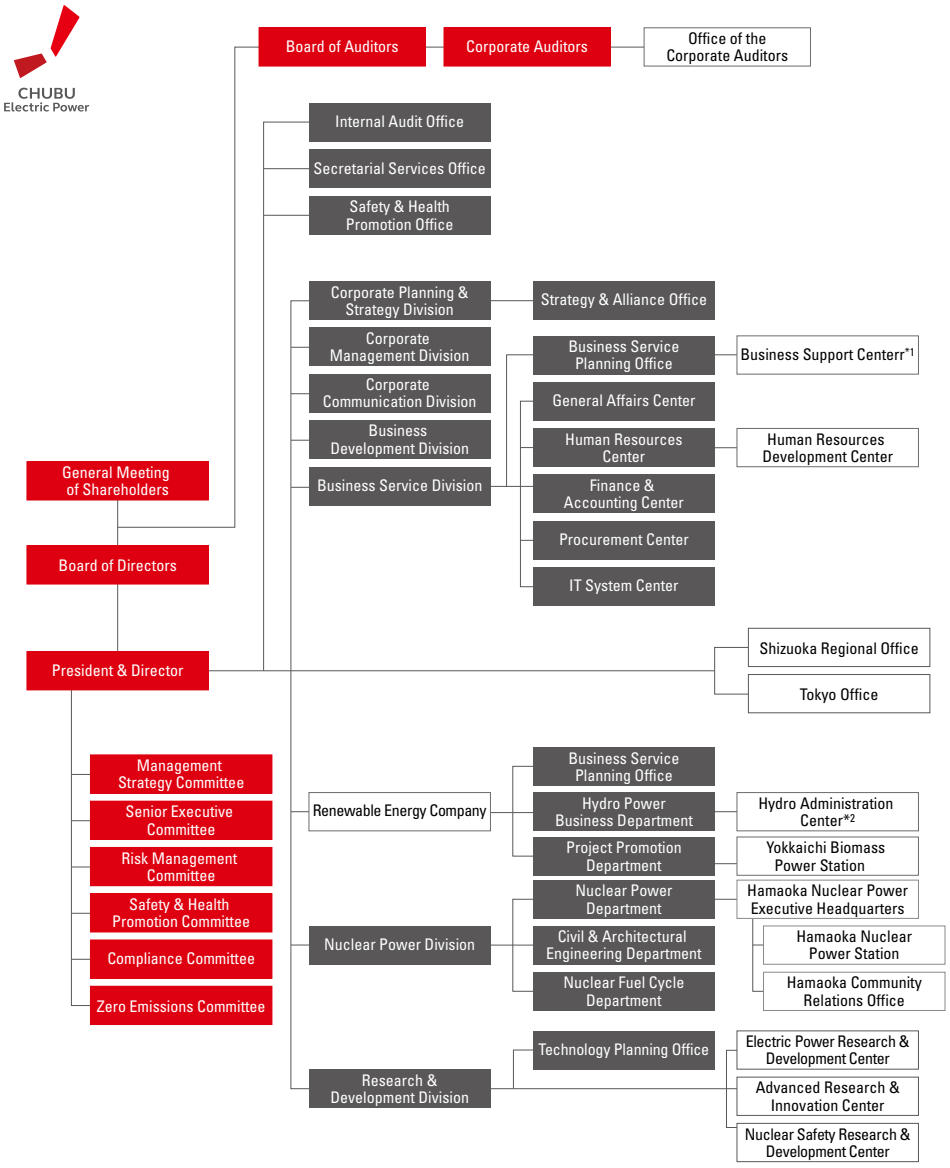
Hamaoka Nuclear Power Station

Web https://www.chuden.co.jp/english/energy/hamaoka/

◎Published information
◎Operational status, real-time data, and others

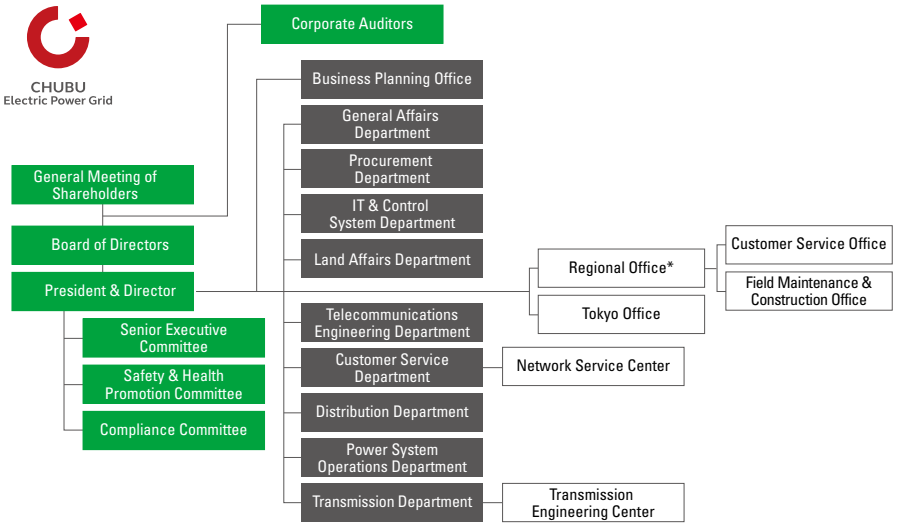
Organization Charts (As of July 1, 2021)

CHUBU Electric Power



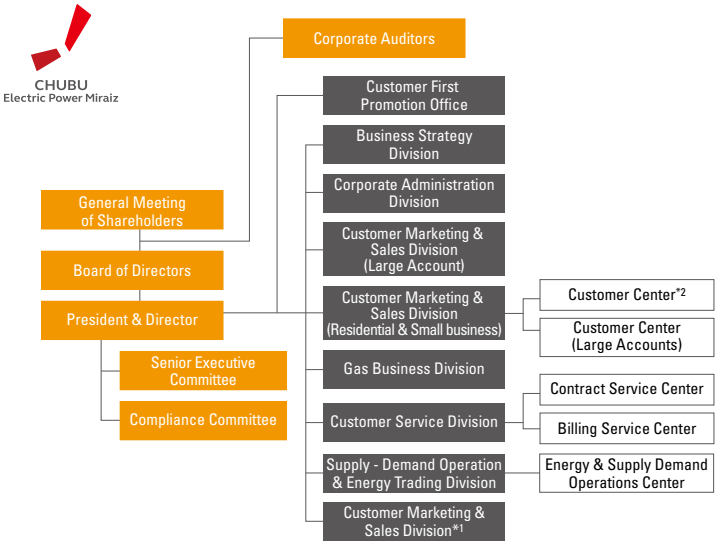
*1 Nagoya, Shizuoka, Mie, Gifu, Nagano and Okazaki Finance & Accounting Service Centers
*2 Aichi, Shizuoka, Mie Gifu, Nagano and Iida Hydro Administration Centers

CHUBU Electric Power Grid



* Nagoya, Shizuoka, Mie, Gifu, Nagano and Okazaki Regional Offices

CHUBU Electric Power Miraiz


Corporate Auditors
Customer First Promotion Office
Business Strategy Division
Corporate Administration Division
Customer Marketing & Sales Division (Large Account)
General Meeting of Shareholders
Board of Directors
President & Director
Customer Marketing & Sales Division (Residential & Small business)
Customer Center*2
Customer Center (Large Accounts)
Senior Executive Committee
Compliance Committee
Gas Business Division
Customer Service Division
Contract Service Center
Billing Service Center
Supply - Demand Operation & Energy Trading Division
Energy & Supply Demand Operations Center
Customer Marketing & Sales Division*1

*1 Nagoya, Shizuoka, Mie, Gifu, Nagano and Okazaki Customer Marketing & Sales Division
*2 Nagoya and Gifu Customer Centers

Associated Companies (As of March 31, 2021)

Web Information on Chubu Electric Power Group (Japanese version only)

● Consolidated subsidiaries ◎ Affiliates accounted for under the equity method

Associated Companies of Chubu Electric Power Company, Incorporated

- ● TOENEC CORPORATION
- ● CHUDENKOGYO Co., Ltd.
- ● CHUBU SEIKI Co., Ltd.
- ● Chuden Real Estate Co., Ltd.
- ● Chuden Auto Lease Co., Ltd.
- ● Chubu Plant Service Co., Ltd.
- ● C-TECH CORPORATION
- ● Techno Chubu Co., Ltd.
- ● Chuden CTI Co., Ltd.
- ● TOENEC Service Co., Ltd
- ● Asahi Synchrotech Co., Ltd.

19 other companies

- ◎ AICHI ELECTRIC Co., Ltd.
- ◎ TOKAI CONCRETE INDUSTRIES Co., Ltd.
- ◎ Chubu Telecommunications Co., Inc.
- ◎ Diamond Germany 1.Transmission GmbH
- ◎ Diamond Germany 2.Transmission GmbH
- ◎ ES-CON JAPAN Ltd.
- ◎ Diamond Chubu Europe B.V.

32 other companies

* The company acquired additional shares of ES-CON JAPAN, Ltd. on April 5, 2021, and increased its voting rights ratio from 33.0% to 51.5%. Accordingly, ES-CON JAPAN Ltd. has become a consolidated subsidiary of the company.

Corporate name: Chubu Electric Power Grid Co, Inc.
Headquarters: 1, Higashi-shincho, Higashi-ku, Nagoya, Aichi 461-8680, Japan
Tel: +81-52-951-8211 (Main)
Representative: Ichikawa Yaoji, President & Director
Date of establishment: April 1st, 2020
Capital: ¥40,000 million
Shareholders: Chubu Electric Power Company, Incorporated 100%

Associated Companies of Chubu Electric Power Grid Co., Inc.

- ● Chuden Haiden Support Co., Ltd.
- ◎ SHIN-NIHON HELICOPTER Co., Ltd.

Corporate name: Chubu Electric Power Miraiz Co., Inc.
Headquarters: 1, Higashi-shincho, Higashi-ku, Nagoya, Aichi 461-8680, Japan
Tel: +81-52-951-8211 (Main)
Representative: Ootani Shinya, President & Director
Date of establishment: April 1st, 2020
Capital: ¥4,000 million
Shareholders: Chubu Electric Power Company, Incorporated 100%

Associated Companies of Chubu Electric Power Miraiz Co., Inc.

- ● C Energy Co., Inc.
- ● Diamond Power Corporation

16 other companies
(of which, ● is 4 companies and ◎ is 12 companies)

◎ JERA Co., Inc.

Web JERA website

Corporate Slogan

むすぶ。ひらく。

(Musubu. Hiraku. in Japanese)

Our corporate slogan embodies our desire to continue to support communities by connecting (むすぶ。Musubu) people to people and people to society, with which we desire to explore (ひらく。Hiraku) the human potential and the future.

Chubu Electric Power Co., Inc.
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www.chuden.co.jp/english/

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